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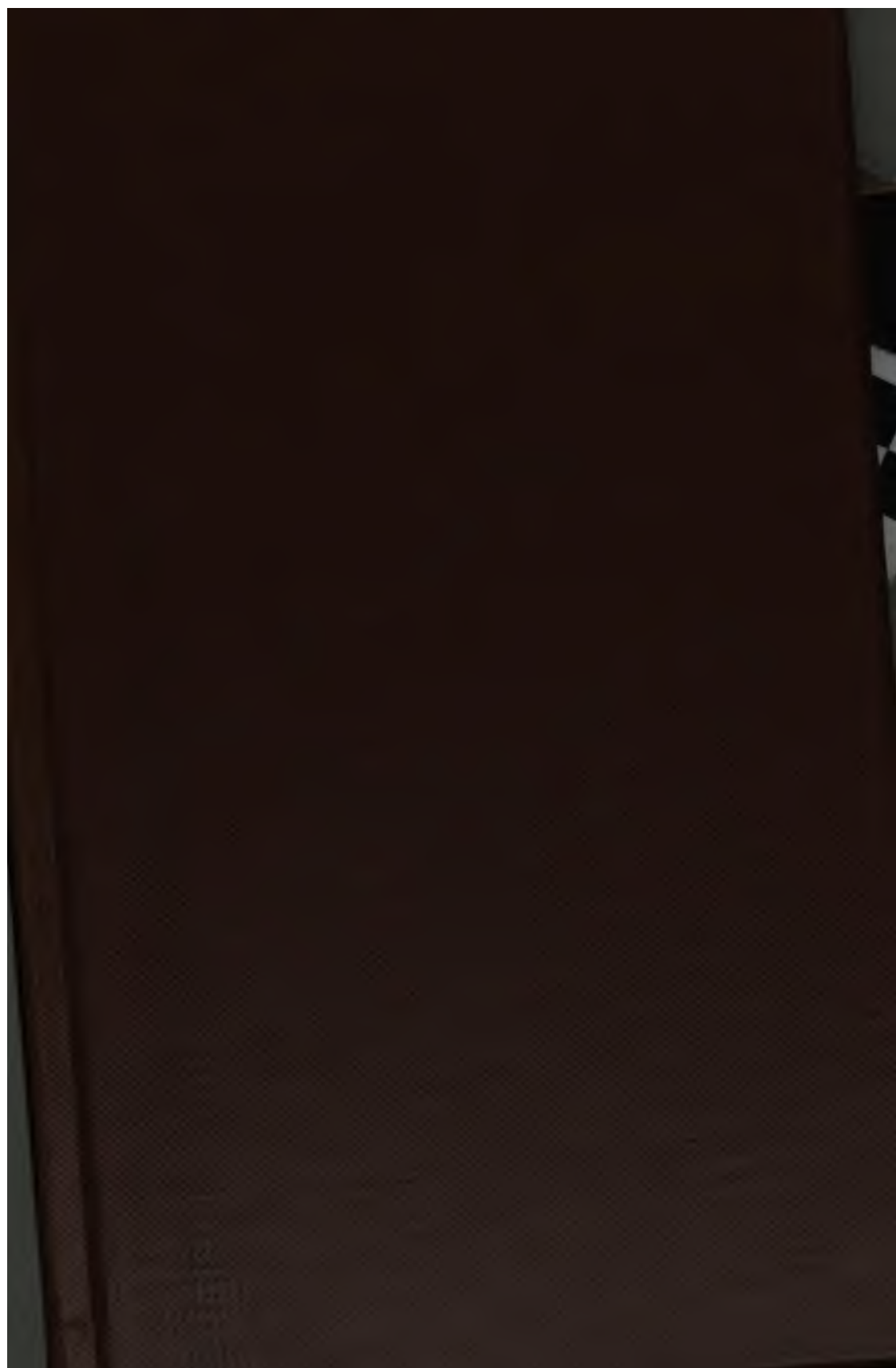
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WM. F. GARRISON,
NOTARY PUBLIC.
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General Library of 1840.

HISTORY
OF THE
EXPRESS BUSINESS;
INCLUDING THE
ORIGIN OF THE RAILWAY SYSTEM IN AMERICA,
AND THE RELATION OF BOTH TO THE
INCREASE OF NEW SETTLEMENTS
AND THE
PROSPERITY OF CITIES IN THE UNITED STATES.

BY A. L. STIMSON.

NEW YORK:
BAKER & GODWIN, PRINTERS,
No. 25 PARK ROW.
1881.



WM. F. HARNDEN,
THE ORIGINAL EXPRESSMAN.

*Taken from a Daguerreotype.
The only likeness extant of him*

Entered, according to Act of Congress, in the year eighteen hundred and eighty-one, by
A. L. STIMSON,
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Dedication.

TO THE RAILROAD COMPANIES
AND
THE EXPRESS SERVICE
IN AMERICA,
THIS HISTORY OF THE EXPRESS BUSINESS
IS RESPECTFULLY DEDICATED
BY THE AUTHOR.

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INTRODUCTORY.

God, in His infinite beneficence, has given this nation a domain of vast extent, and abounding in all of those natural features and internal resources necessary to its grandeur and requisite for its material prosperity. For its development and better utilization, He inspired the invention of the Railway, the Express, the Telegraph, the Steamship, the Ocean Cable, and the Telephone. Magnificent distances have been overcome, and natural obstacles, half a century ago regarded as insurmountable, are now passable; and communities, geographically remote from each other, are made neighbors. Of the divinely inspired means of this grand result, none is more practical and universal than the Express.

No one, not entirely familiar with the constant growth and daily extending operations of the Express service, can have any adequate conception of their magnitude and importance. Nor is it extravagant to assert, that of the 50,000 employees daily manipulating express freight, or recording its transit and footings, not one in a hundred comprehends its vastness and the marvelous perfection of its system. Its life, as an institution, is identified with the growth and prosperity of every State and territory in our land.

The author's earlier edition of Express history (1860), which had the approval of the founders of the business for many years, has been long out of print; and, during the last decade, it has been almost impossible to obtain a copy. Now (republishing that volume within the limits of this), the lapse of twenty years in the interregnum, with its many changes and noteworthy occurrences, has enabled him to make important additions. He doubles the amount of matter by including with it a comprehensive review of all the salient points and affairs pertinent to the subject, which have been prominent in the operation of the Express service, from 1860 to 1880.

Together with this, the reader will find a carefully prepared statement of its present condition in all quarters (especially in every State and territory in the northwest), and, incidentally, some notes of the local characteristics and business growth of numerous cities, towns and new settlements in the several geographical areas occupied by well-organized Express Divisions.

The author has aimed to give the intelligent reader a bird's-eye view of all the prominent Express lines in the whole country, from Maine to California; by whom established and operated; and who are their present superintendents and conductors. Also, to combine with this, much practical information concerning Express routine work in its several departments, to render it useful to persons new in the business or preparing to enlist in its employment.

In short, the book is a *vade mecum*, or comprehensive statement and exposition of the Express, from its origin, by W. F. Harnden, in 1839, to the present time. Consequently, while it should interest every employee, to such of them as entertain a laudable ambition to attain to higher grades of usefulness and responsibility it will be invaluable, *there being no other treatise upon the same subject extant.*

A. L. STIMSON.

NEW YORK, 1881.

HISTORY
OF THE
EXPRESS BUSINESS.

STIMSON'S EXPRESS HISTORY.

PART I. HISTORY OF THE EXPRESS BUSINESS, FROM 1839 TO 1860.

CHAPTER I.

THE ORIGIN OF RAILWAYS, THE DECLINE OF THE STAGING INTEREST, AND THE RISE AND PROGRESS OF THE ORIGINAL EXPRESS ENTERPRISE.

IN giving a history of the origin and rise of the EXPRESS BUSINESS, it will be proper to consider, first, the *causes*. Wm. F. Harnden was not responsible for these. To him belongs the credit of recognizing a public want before the public had any definite idea of what the want was; and not merely recognizing it, but going practically and with characteristic energy to work to supply it. We propose to render in this book a minute and accurate record of his enterprise, not merely in justice to his memory as the beginner and earliest practical worker of an institution which, for rapid growth and business importance, is without a parallel, but because the facts are of interest to the public, and deserve a place in the commercial history of our age. Nor would it be proper to limit our narrative to the enterprises of Harnden alone. When he had justified the feasibility of his project by its success, the motive power of "*competition*" was superadded to his previous stimulus, by the creation of one rival express after another, until the whole land was literally lined with them. We shall attempt to do justice to them all in due course.

But, for some years anterior to any of these enterprises, there had been certain causes at work, and, the better to appreciate the nature and force of them, we must indulge in a retrospective glance at the last days of the old-fashioned stage-coach business, and the advent of railroads and steamships. And first let us take a long look back to the stage-coach service. It existed one or two centuries, and for fifty or sixty years prior to the construction of the first railroad it was regarded as a "crack" institution, worthy of illustration by the best artists. A highly spirited picture, usually a colored engraving, representing the London Mail Coach crowded with passengers, inside and out, and drawn by four or six fine horses dashing over the highway at a spanking rate, was considered as worthy of a place in gentlemen's houses in England any time during the first half of the present century. The taste and skill of good artists were tasked to depict "the team" in every possible situation,—in the act of changing for relays; or pawing the ground at the starting place, snuffing eagerly the morning air, and impatient to be off; or in the more unfortunate fix of an overturn, or breakdown. In all these various engravings, many of which are still extant, in this country as well as abroad, both coach and horses are always represented as fine-looking and creditable to the institution. Probably the Americans, as a people, have never felt half that love and admiration for horse flesh which have been characteristic of the men and women of old England, but it is due to the proprietors of stage lines in the United States, and more especially in New England, during twenty years or more prior to the origin of railroads, to record that the change which followed that era in transportation of passengers was in no degree owing to any inferiority of their teams to the English. Their animals were the best that could be procured for the purpose, and their coaches (we speak from personal knowledge of those then used in Massachusetts) handsome and costly. That they were numerous may be inferred from the fact that, in 1829, there were 77 lines starting from Boston. In 1832 the number had increased to 106, and they were all driving a flourishing business at that time, and continued to do so several years longer; for though the railway system was projected in Massachusetts

in 1830, it was not in operation until 1834. For list of stage lines we refer the curious to the Massachusetts Register of that period; also Badger & Porter's Stage Register, 1830-'5.

An important person was the stage-driver in those days, when locomotives were a class of monsters as yet unknown, and the free earth had not felt the iron shackles of the railway. Commonly a portly, florid-faced man, with an air of authority that was most impressive, as he sat upon his box grasping the reins of his four or six-in-hand, he was looked up to by all sorts of people. As a celebrity he certainly ranked as high as the squire, or even as the minister; and this is saying not a little, for hardly a quarter of a century has passed since clergymen were revered full as much as the magistrates. That was before locomotives had been dreamed of; and post-roads and turnpikes were thought, by the great body of the people, to be fast enough. Had it been said to that corpulent commodore-like man, with the whip, reins and fate of fifteen passengers in his hands, that two parallel iron rails and a tea-kettle on wheels would, at some future day, dethrone him from his imperial position, and render staging not only unfashionable but almost obsolete, he would have stared in astonishment, or smiled in pity, upon the speaker as either a fool or a madman. The stage-coach he regarded as indispensable as we now think the railroad and express. In addition to the conveyance of passengers, the driver had a multitude of other duties to perform upon his route. There were messages to deliver, notes and bills to pay or collect, and nice articles to purchase, beside the business (more important than all the rest) of delivering to banks and brokers packages of money for redemption, deposit, or exchange. Some of the old stage-drivers, on this account, aver roundly that they were themselves the original expressmen; but, however similar their service, it was never known by the name of express business, and was no more entitled to be called so than were the labors of the baggage-wagoners.

The profits of the errand business were, we believe, the drivers' perquisites. Many of these persons were possessed of some property, and were what is called "well-to-do in the world." They were, in numerous instances, either sole or part owners of their vehicles. They had no system in their errand

and parcel business: it was all in their heads, *and their hats*. A stage-driver's hat—even in those days when the monstrous "bell crown" was the fashion—was usually filled with letters and parcels. Some of them averred that they became prematurely bald in consequence.

We confess to an amiable curiosity to know what has become of all the good fellows who used to be connected, either as proprietors, drivers, or agents, with these lines, but we cannot hope to have it in our power to refer personally to more than a very few of them. Yet it is our purpose to make mention of many of those, who, before they were crowded out by the railroads, were the most useful and highly valued servants of the public, on the routes now used by the express companies, throughout the country.

Perhaps we shall be permitted to jot down in this place a few memoranda which we have gleaned from the old files of the *Boston Directory*, through the politeness of its enterprising and indefatigable proprietor, Mr. George Adams, and from some of the earlier volumes of the *Daily Evening Transcript*, the latter invaluable journal dating back as far as the summer of 1830, when it was established by Lynde M. Walter, and Dutton & Wentworth.

In 1829, just ten years prior to Harnden's enterprise, "the Albany coach, *via* Troy and Greenfield and Boston Union Centre Line," used to leave Boston on Tuesday, Thursday and Saturday, and arrive in Albany on the third day to dine. Distance 160 miles; fare \$6.

The "Mail Line" to Albany, *via* Northampton, left on Monday, Wednesday and Friday, and arrived in Albany next day at 7 P. M. Distance 169 miles; fare to Northampton, \$4 50; to Albany, \$8 75.

The extra fare by the Mail is to be ascribed of course to the superior speed of that line.

An "Accommodation Line," arriving in Albany on the third day, charged a fare of \$7.

Another, foreshadowing the Express perhaps, used to beat the Mail by an hour; fare \$8 75.

There were two or three other lines from Boston to Albany. The stage fare to Worcester in those days was two dol-

lars. It was currently believed, that if there should ever be a railroad on that route, the fare would not exceed fifty cents.

"The Boston and New York Mail Coach" left daily at 1 P. M.; arrived at Hartford next morning at 6, in New Haven at 2 P. M., and in New York at 6 P. M., second day.

The fare from Boston to Concord, New Hampshire, was \$3; to Portland, Maine, it was \$8.

"The Boston and Providence Citizens' Stages" used to leave the Marlboro' Hotel at 5 A. M., daily, "to meet the Providence boats;" fare \$2 50.

In 1830 (the year in which the Boston and Lowell Railroad was chartered), there was a line of Boston, Lowell and Nashua stages, which left the Marlboro' Hotel daily, at 7 A. M., for Amherst, New Hampshire; Windsor, Royalton and Burlington, Vermont; Montreal and Quebec. Four years afterwards, we find E. W. Lawrence advertising, at Lowell, the "North Star Line of Stages," from Boston, to Keene, New Hampshire.

The "*Package Express*" of modern times was unknown until Harnden started it, but special expresses for the transmission of important private or public intelligence have been in use, occasionally, for hundreds of years past. These expresses were usually conveyed upon fleet horses, with frequent relays at intervals upon the route. Life and death often depended upon their speed, and not a few illustrious political offenders have had to thank the riders for their timely relief from the edge of the axe, or the pressure of the rope. Even whole cities, when about to yield to besieging armies, have been saved by these expresses. A case of this sort was that alluded to by Browning, in his fine poem of "*How they brought the good news from Ghent to Aix*."

As it presents a graphic picture of the Express Rider, and reminds us of some similar equestrianism by Express messengers in California, it will not be inappropriate to insert it here:

I.

I sprang to the stirrup, and Joris, and he;
I galloped, Dirck galloped, we galloped all three;
"Good speed!" cried the watch, as the gate bolts undrew;
"Speed!" echoed the wall to us galloping through;
Behind shut the postern, the lights sank to rest,
And into the midnight we galloped abreast.

II.

Not a word to each other; we kept the great pace,
Neck by neck, stride by stride, never changing our place;
I turned in my saddle and made the girths tight,
Then shortened each stirrup, and set the pique right,
Rebuckled the cheek-strap, chained slacker the bit,
Nor galloped less steadily Roland a whit.

III.

'Twas moonset at starting; but while we drew near
Lokeren, the cocks crew and twilight dawned clear;
At Boom, a great yellow star came out to see;
At Düffeld 'twas morning as plain as could be;
And from Mecheln church steeple we heard the half-chime,
So Joris broke silence with, "Yet there is time!"

IV.

At Aerschot, up leaped of a sudden the sun,
And against him the cattle stood black every one,
To stare thro' the mist at us galloping past,
And I saw my stout galloper Roland at last,
With resolute shoulders, each butting away
The haze, as some bluff river headland its spray.

V.

And his low head and crest, just one sharp ear bent back
For my voice, and the other pricked out on his track;
And one eye's black intelligence,—ever that glance
O'er its white edge at me, his own master askance!
And the thick, heavy spume-flakes which aye and anon
His fierce lips shook upwards in galloping on.

VI.

By Hasselt Dirck groaned; and cried Joris, "Stay spur!
Your Roos galloped bravely, the fault's not in her,
We'll remember at Aix"—for one heard the quick wheeze
Of her chest, saw the stretched neck and staggering knees,
And sunk tail, and horrible heave of the flank,
As down on her haunches she shuddered and sank.

VII.

So we were left galloping, Joris and I,
Past Looz and past Tongres, no cloud in the sky;
The broad sun above laughed a pitiless laugh;
'Neath our feet broke the brittle, bright stubble like chaff;
Till over by Dalhem a dome-spire sprang white,
And "Gallop," gasped Joris, "for Aix is in sight!"

VIII.

"How they'll greet us!"—and all in a moment his roan
 Rolled neck and croup over, lay dead as a stone,
 And there was my Roland to bear the whole weight
 Of the news which could save Aix from her fate,
 With his nostrils like pits full of blood to the brim,
 And with circles of red for his eye-sockets' rim.

IX.

Then I cast loose my buff-coat, each holster let fall,
 Shook off both my jack boots, let go belt and all,
 Stood up in the stirrup, leaned, patted his ear,
 Called my Roland his pet name, my horse without peer;
 Clapped my hands, laughed and sang, any noise, bad or good,
 Till at length into Aix Roland galloped and stood.

X.

And all I remember is, friends flocking round
 As I sat with his head 'twixt my knees on the ground.
 And no voice but was praising this Roland of mine,
 As I poured down his throat our last measure of wine,
 Which (the burgesses voted, by common consent,)
 Was no more than his due who brought good news from Ghent.

Special Expresses, for the conveyance of important public news, were sometimes employed by the enterprising New York press. In the *Boston Daily Evening Transcript* of Dec. 11, 1830, we find the following paragraph by Lynde M. Walter, the editor:

"PRESIDENT'S MESSAGE.—Some little idea of the opposition that exists amongst New York Editors may be formed when we mention that so great was the anxiety to get the start of each other, and have the credit of being out first, that three *Expresses* were employed by the printers of that city. The *Courier and Enquirer* engaged one to bring on President Jackson's Message to them *only*; the *Journal of Commerce* received it by *special* express; and other papers had a third in common to them all. The *Courier and Enquirer*, speaking of it says: 'It was delivered yesterday at 12 o'clock, and conveyed from thence to Baltimore by Express. From Baltimore to Philadelphia by steamboat; and from Philadelphia to this city by our Express in six hours and twelve minutes, notwithstanding the bad situation of the roads. We would have been able to lay it before our readers at an earlier hour had not our Express between Baltimore and Washington lost all his copies. As it is we have incurred an expense of nearly three hundred dollars.'"

It is, perhaps, needless to say, that, railroads not being in use at that time, these news expresses were conveyed upon

fast horses; the relays being frequent. The example of the New York editors was afterwards imitated in Boston, by Richard Haughton, of the *Atlas*, and others.

We now come to a consideration of the origin of an institution, but for which such an establishment as a package Express Office might never have been known. We allude, of course, to the RAILWAY.

In Judge Redfield's very valuable "*Practical Treatise upon the Law of Railroads*," he states the following facts by way of introduction: "Although some of the Roman roads, like the Appian Way, were a somewhat near approach to the modern railway, being formed into a continuous plane surface by means of blocks of stone closely fitted together, yet they were, in the principle of construction and operation, essentially different from railways. The idea of a distinct track for the wheels of carriages does not seem to have been reduced to practice until late in the seventeenth century. In 1676 some account is given of the transportation of coals, near Newcastle upon the river Tyne, upon a very imperfect railway, by means of rude carriages, whose wheels run upon some kind of rails of timber. About one hundred years afterwards, an iron railway is said to have been constructed and put into operation at the colliery near Sheffield. From this time they were put into very extensive use for conveying coal, stone, and other like substances, short distances, in order to reach navigable waters, and sometimes near the cities where large quantities of stone were needed for building purposes.

"These railways, built chiefly by the owners of coal mines and stone quarries, either upon their own land or by special license, called way-leave, upon the land of others, had become numerous long before the application of steam power to railway transportation.

"Some few questions in regard to these railways, or *tramways* at common law, have arisen in the English courts.

"All railways or similar corporations, in this country, exist, or are presumed to have originally existed, by means of an express grant from the legislative power of the State or sovereignty.

"The first use of locomotive engines upon railways for gen-

eral transportation, does not date further back than October, 1829; and all the railroads in this country, with one or two exceptions, have been built since that date."

"The celebrated trial of locomotive engines upon the Liverpool and Manchester Railway" (says Judge Redfield, in a concluding note), "for the purpose of determining the relative advantage of stationary and locomotive power upon such roads, and which resulted in favor of the latter, was had in October, 1829."

Another authority, viz., two large volumes devoted to the railroad laws of New England, gives us the data of all the railway enterprises of Massachusetts, Maine, New Hampshire, Vermont, Connecticut, and Rhode Island.

The earliest use of the railway principle, in America, was by the "Quincy Granite Railway Company" (Thos. H. Perkins, Wm. Sullivan, Amos Lawrence, David Moody, Solomon Willard, Gridley Bryant, "and their associates"), which was chartered by the legislature of Massachusetts, March 4, 1826. Its capital was \$100,000, and its privilege was "the conveyance of stone and other property." By an act passed April, 1846, it was authorized to transport passengers between Boston and Quincy, but did not avail itself of this liberty.

In June, 1828, the legislature of Rhode Island authorized Massachusetts, or any company within that State, to extend to the city of Providence any railroad which, during the next six years, it might build to the contiguous boundary.

In 1829, Massachusetts incorporated the "Worcester Railroad" (S. B. Thomas, Wm. E. Green, A. J. Allen, and others; capital \$50,000), but, the terms not being complied with in the stipulated time, the charter was annulled.

In the same State, the same year, Francis J. Oliver, Wm. Goddard, Nath'l Hammond, "and their associates," were incorporated as the "Franklin Railroad Company;" but the road was never built.

In 1830, H. G. Otis, Jos. Cooledge, Israel Thorndike, Wm. Prescott, F. J. Oliver, and Phineas Upham, were incorporated as the "Massachusetts Railroad Corporation," to construct a railroad from Boston to Albany or Troy. Its capital was not to exceed three and a half millions, and its charter was to be

avoided if 5,000 shares of stock were not taken, and one-third of the road located prior to 1831. We believe that the contemplated enterprise was never begun.

The "Boston, Providence and Taunton Railroad Company" (F. Tudor, R. D. Tucker, John S. Boise, T. B. Wales, L. Foster, and Wm. Foster) was incorporated March 12th, 1830. The charter was to be avoided if the stock should not have been subscribed for by January 1st, 1831, or the road completed as early as 1835. This, we believe, failed to go into effect.

The "Boston and Lowell Railroad Company," was chartered in the winter of 1830. Original capital, \$500,000. The founders were John F. Loring, Lemuel Pope, Isaac P. Davis, Kirk Boott, Patrick T. Jackson, G. W. Lyman, and D. P. Parker.

In 1831, Massachusetts incorporated the "West Stockbridge Railroad Company," which charter was merged, in 1840, in that of the "Hudson and Berkshire Railroad Company."

In June, 1831, the "Boston and Providence Railroad Co." was chartered by the legislatures of Massachusetts and Rhode Island. John Bryant, Jos. W. Revere, Geo. Hallett, and B. R. Nichols were the petitioners in Massachusetts, and Sam. Whittemore, John F. Gray, R. P. Bell, and Jos. Goddard, in Rhode Island.

June, 1831, Massachusetts incorporated the "Boston and Taunton Railroad Company" (Cyrus Alger, Israel Thorndike, T. H. Perkins, David Sears, Sol. Willard, Nathan Hale, Wm. Prescott, Sam. A. Elliot, J. K. Mills, A. Atkinson, Wm. Rollins, Sam. Crocker, Charles Richmond, and Edmund Dwight). Capital \$1,000,000. The time given for the completion was extended from 1836 to 1837.

In the same year, in June, Wm. Sturgis, Amos Birney, Henry Williams, Geo. Bond, Jos. T. Buckingham, and others, were incorporated as the "Boston and Ontario Railroad Company;" the road to begin at Lowell, and extend to northwest or westerly line of the State.

The present "Boston and Worcester Railroad Company" was projected as early as the summer of 1830.

In the *Boston Courier* of January 12th, 1831, we find the following paragraph :

RAILROAD MEETING.—A meeting of the friends of a railroad was held at the old Common Council Room, last evening. Elijah Morse officiated as chairman, and Andrew J. Allen as secretary. A committee consisting of Richard Fletcher, Henry Williams, Eliphalet Williams, Geo. Bond, and Amos Binney, were appointed to aid the committee of the Common Council to procure an act empowering the city to subscribe a million of dollars for railroad stock, as *prayed for by the meeting of citizens held last summer in Faneuil Hall.*

This resulted successfully, and the company was chartered June 23d, 1831. It was the first passenger railroad actually in operation in New England, and Wm. F. Harnden was conductor of the first train ever run. It was in the spring of 1834. The "Boston and Lowell" did not go into operation until a year subsequently, when it was finished. The opening of the "Boston and Worcester" was the occasion of much interest and enthusiasm in the former city.

In the *Boston Daily Advertiser* of April 9th, 1834, there occurred the annexed notice of the commencement of passenger travel upon it as far as Newton ; only about one-quarter of the entire distance (which is 44 miles) being then completed :

"Boston and Worcester Railroad.—The directors yesterday invited about a hundred and fifty gentlemen to make an excursion on the road to Newton. They started at twenty minutes past 4 o'clock in eight passenger cars. After proceeding a short distance, their progress was interrupted by the breaking of a connecting rod between two of the cars. This accident caused considerable delay, in consequence of the want of the proper materials for repairing it, and, unfortunately, the same accident occurred three or four times during the excursion. In consequence of these delays, and a short stop at Newton for the purpose of taking refreshment, the party did not arrive at the depot, on their return, until twenty minutes past 9 o'clock. The cars were all used on this occasion for the first time, after standing several months, and they were in consequence in bad order for use. * * * The motion also was much slower than it would have been had the cars been in travelling condition. The load was evidently moved by the engine with less ease than double the weight of earth on the working cars heretofore used. * * * They will, in a few days, commence running regularly between Boston and Newton, two or three times a day. A second engine was successfully tried on the road yesterday morning."

The passenger cars employed were scarcely larger than the

smaller omnibuses now in use. The conductor passed from one to another by *hanging on* to the outside.

Nathan Hale, the editor of the *Boston Daily Advertiser*, was, for several years, president of this railroad. He had distinguished himself as the friend of the enterprise, upon its inception, and gave the railroad movement, in all quarters, not only his own personal co-operation, as far as was in his power, but devoted a large space in his influential journal to its advocacy and development. Eliphalet Williams, Amos Binney, and P. P. F. Degrand (the latter a Frenchman who had passed the most of his life in Boston), were also very active and efficient in the same cause.

At this time there was a Boston and Albany line of stages *via* Fitchburg—through in two days: Horace Brown, agent, in Boston. He was also agent of a line to Albany *via* Greenfield; also of lines to Bolton, Lancaster, Leominster, Fitchburg, Nashua and Keene. Job Brooks was agent of the Norwich stage, and also of the Middle Road Line to New York, *via* Hartford and New Haven, and thence by steamboat; also of the steamboat Peacock, the only boat on the line from Norwich and New London to New York: fare from Boston to New York, \$8.

Allen & Co. were agents (1834) of the steamboat Chancellor Livingston, Captain Carter, to Portland from Boston (fare \$3 and found), and on the route J. B. Smith was agent of the steam-packet MacDonough.

The "Boston, Norwich and New London R. R. Company" was incorporated by Connecticut in 1832. The same State chartered, in May, 1832, the "N. Y. and Stonington R. R. Company."

The "New York, Providence and Boston Railroad," chartered by Rhode Island in June, 1832, was united, by act of legislature, with the "New York and Stonington Railroad" in 1833.

[In 1832, Massachusetts chartered what was intended to be the "Hoosac Rail or McAdamized Road Company," and the same year, the "New York and Berkshire Railroad."]

In 1833, the same legislature incorporated Nathan Hale, David Henshaw, Geo. Bond, Henry Williams, Daniel Denny,

Joshua Clapp, Eliphalet Williams, and others, as the "Western Railroad Company," to build and use a railroad beginning at the terminus of the Boston and Worcester Railroad in Worcester, and running thence to the Connecticut River, thence to Springfield, Massachusetts, and to Albany, New York. This was an enterprise of immense magnitude for a few individuals to undertake, and it received, therefore, assistance from the State treasury. Fortunately for Massachusetts and Connecticut, it was seasonably completed, and has been the means of uniting the Eastern States in an indissoluble social and business union, productive of great good to both sections, but especially to the city of Boston, where the enterprise originated.

In 1833, Massachusetts chartered the "Andover and Wilmington Railroad," which was subsequently merged in the "Maine Railroad."

The "Boston and Providence Railroad and Transportation Company" was chartered by Rhode Island in 1834. The "Fall River Mill Road, Railroad and Ferry Company" was chartered in 1835.

In May, 1833, James Brewster, John Babcock, John S. Mitchell, and others, were incorporated by Connecticut as the "Hartford and New Haven Railroad Company."

In the spring of 1834, as before mentioned, the Boston and Worcester Railroad was in partial operation; and in the summer or fall of the same year, the Boston and Providence Railroad ran its passenger trains daily to Dedham, Massachusetts.

The Boston and Lowell Railroad was constructed at greater cost, and so thoroughly, that, though the work was pushed with vigor by William Sturgis, Patrick T. Jackson, and their associates, it was not completed until May, 1835. The foundation of this railway consisted of blocks of granite embedded in "rubble," the entire distance, 26 miles. The rails were secured to these stone ties, thus making a very firm and substantial road.

In the *Lowell Courier* of May 27th, 1835, we find the following notice of its first operation :

"LOWELL RAILROAD.—The first locomotive car was put on to this road yesterday; this afternoon steam power has been applied, and

the movement of the machine tried on short distances. The railroad is completed through the whole distance, and ready for immediate use. To-morrow, it is expected, the engine with one or two of the cars will go to Boston and return, carrying a few persons, to test the operation. Afterwards, a few trips may be made during the week, but no regular times are yet announced for departure or return passage. Next week, probably, the cars will travel regularly between this town and Boston, and become a part of the stage line connecting the city with Concord, N. H. In connection with the railroad, should be mentioned the steamboat on Merrimac River. Three years ago, the project of constructing such a boat to ply on the river above us, was pronounced a wild scheme; and it was generally believed that our enterprising townsmen who engaged in it would meet with heavy loss. Last summer the steamboat *Herald* ran from this place to Nashua through the season. * * * During the past year she has been cut in two and converted into a large boat. The proprietors intend that she shall commence running the same day with the railroad."

The stone foundation of this railway was not found to be advantageous, after a thorough trial. There was no "give" to it, consequently the wear and tear of the rolling stock were much greater than upon other railroads. The rails were taken up a few years ago, and laid upon the common wooden cross-ties.

The business of this company became lucrative almost immediately, arising chiefly, however, from the transportation of immense quantities of cotton, wool, and other materials from Boston to the mills, and the manufactured goods to the city in return.

The "Boston and Old Colony Railroad" was chartered in 1835. In 1836, George Peabody, Wm. H. Foster, L. Thordike, and others, were incorporated as the "Eastern Railroad Company."

The same year, the Boston and Maine Railroad was opened to Andover, Massachusetts, 23 miles.

The "Nashua and Lowell Railroad Company" was chartered in 1836; and the "Nashua (New Hampshire) and Worcester (Massachusetts) Railroad," in 1839.

In the latter year, the Eastern Railroad was opened for passenger travel from Boston to Salem, Massachusetts, 16 miles. A. Chase was superintendent at that time. In 1840,

it was opened to Portsmouth, New Hampshire, 56 miles ; and to Portland, Maine, 107 miles, in 1841.

The Boston and Fitchburg Railroad was chartered by Massachusetts in 1842. This company, when it went into operation, obtained a very large and profitable business, and its stock rapidly advanced above par. Its prosperity was unprecedented ; but prodigal management, after a few years of good luck, caused its business to fall off, and its stock to decline to half its par value. Nor has the management of this railroad improved by bitter experience ; yet, under a careful and sensible direction, it could be made one of the best paying stocks in the United States. C. C. Felton was its engineer, and its earliest superintendent.

The "Providence and Worcester Railroad Company" was incorporated in 1844, and the "Fall River Railroad Company" in the same year ; also, the "Vermont and Massachusetts Railroad Company."

The "New York and Boston Railroad Company" was chartered by Connecticut in 1846. In the same year, Rufus B. Kinsley, and others, were incorporated as the "Newport and Fall River Railroad Company."

Notwithstanding the projection of the three railroads, above named, in 1830, and their steady progress towards completion during the subsequent five years, the old lines of transportation were continued with unabated energy by their very efficient and liberal proprietors, as we well remember, and as any one may satisfy himself was the case, by turning to the newspapers of that eventful period.

In the Boston *Daily Evening Transcript* (Vol. I), we find an advertisement of the "*New York and Boston Steam Packet Line. To New York. Only 40 miles Land Carriage!*" Then follow vignettes of a steamboat and a handsome four-horse stage-coach, full of passengers, and two or three in a seat behind. "From Providence for New York daily (Sundays excepted) ; touching at Newport. FARE FIVE DOLLARS!" So it appears that the fares were as reasonable then, as now. By this line's "Arrangement for September, 1830, the Benjamin Franklin, Captain E. S. Bunker, leaves Providence, Sept. 1, 6, 10, 16, 21, 25, 29, at 12 m. ; and New York, Sept.

3, 8, 14, 18, 23, 27, at 4 P. M. The Chancellor Livingston, Captain C. Coggeshall, leaves Providence, Sept. 2, 7, 11, 15, 19, 24, 30, at 12 M.; the President, Captain R. S. Bunker, leaves Providence, Sept. 3, 8, 14, 18, 23, 27, at 12 M.; and New York, Sept. 1, 6, 10, 16, 21, 25, 29, at 4 P. M.; the Washington, Captain Comstock, leaves Providence, Sept. 4, 9, 13, 17, 22, 28, at 12 M.; and New York, Sept. 2, 7, 11, 15, 20, 24, 30, at 4 P. M. Stages leave Boston daily (Sundays excepted), at 5 A. M., and reach the Packets before their hour of starting. *Dinner on board; Meals extra. Dinner, 50 cents; Breakfast and Tea, 38 cents.*"

In October following, the fare was increased to \$6, and the land carriage was stated to be 43 miles.

In the same journal, under date of October 29, 1830, we find C. B. Wilder's advertisement of a line to New York, *via* Hartford and New Haven, stages leaving Boston every Monday, Wednesday and Friday, at 7 A. M. "Sup and lodge at Ashford, and arrive at Hartford at 10 A. M., next morning, before the departure of the steamboats for New York, and in New Haven same afternoon, at 5 o'clock. Fare reduced to \$6. Inquire for the Middle Road line of Stages."

Another was advertised, by the same agent, as the "*Stage and Steam-Packet Line, via Norwich and New London. Only 80 miles Land Carriage.*" The proprietors of the Boston and Norwich Line of Stages, *via* Thompson, it appears, had made an "arrangement with Captain Davison, of the steamboat Fanny, to run during the cold season," rendering "the trip to New York about as quick as by the way of Providence." "Stages leave Boston every Tuesday, at half-past 11 o'clock, and Wednesday and Saturday, at half-past 2 A. M.;" and passengers took the boat at Norwich, at 4 P. M. The trip from New York took from 3 P. M. until the evening of the next day. Fare "only six dollars;" from Norwich to New York, \$2.

In 1834 (April), the steamer Boston, Captain Wm. Comstock, and steamer Providence, Captain Seth Thayer, were advertised as having been put in complete order, with low-pressure engines and heavy copper boilers, to run between Providence and New York, thirteen times each way during

the month. The Benjamin Franklin, Captain Coleman, an opposition boat, left Providence three times a week for New York.

In the *Boston Transcript* of May 21, 1835, was the annexed notice :

“NEW STEAMBOAT.—A letter, dated New York, on Tuesday afternoon, says, ‘Captain Comstock’s new boat, the LEXINGTON, starts on her first trip to Providence, on Friday morning next (May 22, 1835), at 4 o’clock. She is intended to run as a DAY BOAT, and will carry passengers to Boston the same day she leaves New York. He thinks she will run 20 miles an hour.’”

The melancholy fate of the Lexington is still vividly impressed upon the memory of thousands.

The steam packet Bangor, Captain S. H. Howes (I. W. Goodrich and U. W. Green, agents), was running to Portland.

There was still in use two lines of stages from Boston to Albany, one to Worcester and another to Providence. Stages continued to run from Boston to Amherst, Brattleboro’, Bridgewater, Fitchburg, Gloucester, Greenfield, Keene, Lowell, New Bedford, Marblehead, Newport, Newburyport, Portland, Me., Portsmouth, Salem, Woonsocket, and many other places.

There were baggage wagons for the transportation of packages and merchandise, and the execution of commissions, between the same city and Beverly, Fall River, Greenfield, Hubbardstown, Lynn, Methuen, New Bedford, Providence, Salem, South Reading, Taunton, Bristol and Wareham. All these were very serviceable.

Upon the introduction of railroads, a very audible murmur arose from a numerous body of persons, composed mainly of those interested in the staging and stage-tavern business, but including in its ranks very many old-fashioned people, who shook their heads ominously at the innovation, and said it would produce more harm than good. Some did not hesitate to denounce it as an invention of the devil; others wanted to know, “What was to become of horse flesh?” and asserted that the new mode of traveling would so depreciate the value of horses and mules, that it would not pay to raise them.

The commentary upon this is, that horses have doubled in value since that period; and though many thriving taverns and villages suffered materially when the mail-stage lines were withdrawn, many more new towns were built up, and the larger cities became greatly increased in business and population. Take away the railroads now, and what should we do?

The public sympathy for the stage drivers was universal and hearty. Many of them had served in that capacity from youth to advanced age. Some had driven the stage twenty, thirty, yes, forty years, upon the same route, and had become, as it were, "established institutions." The stage driver of the olden time was a very different sort of a person from those who mount the box in these degenerate days. He had troops of friends, and was a prodigious favorite everywhere. As a matter of policy, if not of simple justice, the new companies made it a point to give employment to, or in some other way favor, the drivers and agents, whose lines their railway trains had supplanted. Many were made railroad conductors, depot masters and freight agents; others were given the "freedom of the road," and allowed to travel without charge—a privilege which they turned to good account. While the principal railways in Massachusetts were yet in process of construction, and passenger trains were run over only a portion of the contemplated route, the stage lines were not entirely relinquished, but would connect with the different temporary termini of the railroads, and piece out the travel to the intended end. Most of the drivers doing this kind of business were partly compensated for their constantly diminishing fares, by being allowed a pass upon the encroaching railroad. For instance, when the Eastern Railroad was in operation only as far as Salem, Mass., the stage driver bringing passengers from Portsmouth, N. H., was allowed a pass in the next train to Boston; also, to return free. This enabled him to continue his old errand business between the metropolis and the principal places on his route.

Upon the "Boston and Worcester" and the "Boston and Providence" railroads, as they approached completion, this sort of service assumed a different character. The stage

drivers ceased to pass in the cars, and a portion of their parcel and errand business became the perquisites of the conductors. ✓ The clerks of the different lines of steamboats plying between New York and Stonington, Providence, New London, and Norwich, were in the custom also of receiving parcels and orders, which, without any record or method of any kind, they passed over to the local agents of the steamers to "put through" when convenient.

Three times as many parcels, however, went by private hands, without cost. Merchants and others, now living, who used to travel in those days between New York and Boston, will remember how they used to be burdened, by their friends and acquaintances, with money packages and bundles to deliver upon their arrival. If a person was going to New York, it was usually known a week or two beforehand, and his friends and acquaintances would not only send their own bundles by him, but indicate him to others as a man who would accommodate them also. To such extremes was this practice carried, that strangers even were expected to afford the like favor, and, had they declined, it would have been thought as churlish as for the passenger nearest the driver, in an omnibus, to refuse to pass another's fare.

There must have been more honesty and more mutual confidence among men, in that age, than now prevail. We have known men who were in the custom of sending parcels of bank notes, drafts, acceptances and bills of exchange, between New York and Boston,—brokers, for instance—to put them in the charge of passengers in the cars, or on board the steamboat, whom they "did not know from a side of sole leather." The broker would rush down with his money parcel to the "John W. Richmond" or the "Norwich," just as the last bell was ringing, hoping to see a friend bound for Boston. Presently he would espy an acquaintance, and inquire if he was going through. If he replied in the negative, he would get him to introduce him to some one that was, and to *him* he would intrust his valuable bundle. It is no exaggeration to say that hundreds of thousands of dollars, in bank notes and other valuable paper, used to make the transit between these two cities every year in that unreliable manner.

James W. Hale, who came on from Boston in the spring of 1836, and was employed by Robert E. Hudson, at Hudson's News Room, in the old Tontine Building, at the corner of Wall and Water streets, subsequently became the proprietor of that establishment, and styled it the "Tontine Reading Room." He was also the agent of the steamer John W. Richmond (the Providence boat), and was in the habit of going down to her, every day of her leaving, to transmit newspapers, and a transcript of the latest intelligence from his bulletin board, to the Boston editors. As the principal brokers were aware of this fact, and knew that he was acquainted with many Boston passengers, scarcely a day passed that they did not put packets of bank notes, &c., into his hands, with a request that he would intrust them "*to somebody who was going on,*" for delivery as addressed.

Everybody knew "Jim Hale," William F. Harnden among the rest, and when the latter, worn out by working sixteen hours per day in the close confinement of the Boston and Worcester Railroad ticket office, either relinquished his situation or obtained a short furlough, and visited New York, the Tontine Reading Room was his favorite place of call. This was either in the latter part of 1838, or in the beginning of 1839.

Harnden told Hale, one day, that the confined employment at which he had been engaged for the past three years had injured his health, and he was determined to seek some more active business ; but what was there for him to do ? The times were wretchedly dull, and situations were not to be had for the asking. Hale replied promptly, advising him to do errands between New York and Boston. There was an urgent want, he said, of a parcel Express between the two places, and he explained to him why he thought so. He believed that he could help him to obtain the patronage of Jacob Little, and the other brokers, and, as its agent, procure him some facilities on board the John W. Richmond. There is another version of the story, which alleges that Mr. Harnden had conceived the plan in Boston, before visiting New York. Harnden consulted, also, by letter, with Major J. A. Pullen, who was conductor or agent, at that time, on the Boston and Providence line to New York, and agent of the steamers, and he not only encouraged

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him to undertake the experiment, but aided him in obtaining a contract on that line of boats. Harnden next had a talk with Mr. Moore, a conductor upon the Boston and Worcester Railroad, in Boston, with a view to enlisting him as a partner in the enterprise. Moore (we are told) required time to consider the matter. On the following day, he went to the superintendent of the Boston and Providence Railroad, to make a contract for express facilities upon his own account, and was informed that he was a little too late, an agreement having been entered into, on the previous day, with Harnden. This was a good lesson to the latter on the value of decision and promptitude. "*Never put off to the morrow what may as well be done to-day,*" was an axiom well illustrated by that incident. Had Moore obtained the contract, it is quite probable that Harnden would never have been an expressman. As it turned out, he took, that day, the first step in a career that in less than three years was to make him famous throughout the civilized world, and hand his name down to the latest posterity, as the founder of a new branch of industry, a new source of wealth; a business constantly increasing and extending, and becoming daily more and more indispensable—a business, the importance and value of which, both to the mercantile and social interests of America, cannot now be over-estimated.

Little did either Hale, Pullen, or any other live man, at the outset of Harnden's brilliant career, dream to what immense results his express was to lead; nor had he, himself, any conception of it.

William F. Harnden was born in Reading, Massachusetts, during the exciting times of the war of 1812. His father was a house-painter, in humble circumstances, and had it agreed with his health, his son would have learned the trade. Diminutive in form and fragile in constitution, it was thought best that William should not injure his health by application to study; consequently his education was neglected. Still he became a superior penman, as is proved by the round, handsome and very legible chirography of several letters of his now in our possession. He was inclined to be unobtrusive and taciturn, yet his address was good and business-like. His principles were excellent, his habits regular, his disposition agree-

able, and his benevolence always larger than his means. He married a lovely woman, a daughter of John Fuller, Esq., of Newton, Massachusetts, at the time (we believe) that he was a conductor upon the Boston and Worcester Railroad. In Stimpson's Boston Directory, for the year 1838, we find this address among the rest: "W. F. Harnden, ticket-master, W. R. R., h. 7 Newton Place." In the Boston Directory of the following year, it is entered as "*Express Package Carrier, 8 Court, res., 16 La Grange Pl.,*" and his original advertisement occupies a fly-leaf of the book.

His matrimonial connection proved to be a happy one; and we have heard it said, that in many a business emergency, his wife was his best adviser.

The earliest public mention, that we can find, of the arrangement which he had made with the superintendent of the Boston and Providence Railroad, is contained in a Boston newspaper, dated February 23d, 1839. For one or two reasons, it is worthy of preservation, and accordingly we will insert it in this record.

BOSTON AND NEW YORK

EXPRESS CAR.

IMPORTANT TO MERCHANTS, BROKERS, BOOKSELLERS, AND OTHERS.

W. F. HARNDEN,

For the last five years conductor and passenger-clerk for the Boston and Worcester Railroad Company, has made arrangements with the Providence Railroad and New York Steamboat Companies, to run a car through from Boston to New York, and *vice versa*, four times a week, commencing on Monday, 4th March. He will accompany a car himself, for the purpose of purchasing goods, collecting drafts, notes and bills. Orders of all kinds promptly attended to. He will take charge of all small packages of goods, bundles, &c., that may be intrusted to his care, and see them safely delivered, and attend to forwarding merchandise of all descriptions (except that prescribed by the Railroad Companies), if directed to his care. All packages, bundles, &c., must be sent to office, No. 9 Court street, Boston, or No. 1 Wall street, New York.

Orders may be left at J. W. Clark & Co.'s, 6 City Hall; Colman's Pavilion, Tremont street; E. C. Stowell, 7 Elm street, Boston; and at J. P. Smith & Co.'s, 30 Wall street, New York. Will leave Boston Mondays, Wednesdays, Thursdays and Saturdays, and New York the same days.

The "extra car" was a little "play of fancy;" an ordinary valise serving to hold all that the original expressman had to carry for several months afterwards. The identical valise is

now in the possession of Benjamin P. Cheney, Esq., at Cheney & Co.'s Express Office, in Court Square, Boston. During the first two or three months, Harnden served as his own messenger, and was upon the Sound nearly every night in the week.

The *Boston Transcript* of March 21st, 1839, contained the first editorial allusion to Harnden that we can find upon the files of that always popular "daily."

"HARNDEN'S EXPRESS, between Boston and New York, has been running since the 4th of March, and is found highly convenient to those who wish to send small packages or parcels, from one city to the other. Mr. Harnden may be confided in for honesty and fidelity in the discharge of his engagements, and it affords us much pleasure to recommend his 'Express' to the notice of our readers."

It then adds a few lines in relation to a map of the Eastern Boundary which Harnden had on sale.

A day or two afterwards, it gave J. W. Hale, of the Tontine News Room, New York, credit for a Philadelphia newspaper. March 25th, complaint was made of the opposition for hiring the steamer *Osceola* to run into the steamer *J. W. Richmond*. The "Rhode Island" started for Stonington at the same time, to beat the *Richmond*.

The *Transcript* of April 11th, 1839, says: "The John W. Richmond arrived at Providence this morning, far in advance of the other boats, coming through in eleven hours and forty-five minutes, being the shortest passage ever made." May 14th, 1839, it had the following: "We are indebted to our friend Harnden, of the *Package Express*, for the United States' Gazette (Philadelphia) of yesterday morning."

There were frequent editorial acknowledgments subsequently, in all the principal newspapers of New York and Boston, and Harnden seems to have served the press with great zeal for two or three years after he had started his enterprise. In reciprocation, the editors, by their commendations, materially aided him.

The only *through* route from Boston to New York at that time (March, 1839), was by rail to Providence, and thence to New York, *via* Newport, by steamboat "*J. W. Richmond*," Captain W. H. Townsend, commander. The "Old Line" of steamboats ran from Stonington to New York. Harnden had

no paid agent in this city at the outset. He hired limited desk room in O'Hearn's stationery store, corner of Wall and Nassau streets, in the basement, which afterwards, and for many years, was occupied by the *Daily Express* newspaper publication office. Adolphus Harnden, a younger brother of William, attended at this office when not called thence by his duties as messenger. This young man, though as diminutive in size as his brother (and the weight of the two together is said not to have exceeded 200 pounds at that time), had served creditably as a volunteer soldier against Mexico in the Texan war of independence. In appearance he was as natty and snug as a West Point cadet. The two brothers were so small, and similar in looks, that they used to be called, sometimes, when seen by their neighbors walking together on the walk, "*the two ponies*." They were inferior in bulk, and so is a gold eagle among a lot of coppers. Fortunately for some of us, the standard of personal energy and general ability is not based upon "*carpenter's measurement*." Tailors' measures, we fear, have more influence, and often shape opinions, as well as men, but the best gauge of a man's real value are his achievements.

Adolphus Harnden (we have heard his room-mate say) was not by any means a "fast" young man; on the contrary, he was very steady, and as slow as he was sure. He was chary of his words, and reserved in his communication with almost every one, but especially with the 30 or 40 young men who boarded in the same house that he did, in New York. He was remarkably upright and reliable. We are pained to add, that, while crossing the Sound, in his capacity as messenger, he perished with the ill-fated steamer Lexington, which was burnt on that bitter cold, dark, calamitous night, the 13th of January, 1840.

This was an awful blow to his brother, relatives and friends; but thousands were mourning for some hundred other victims of the same dreadful catastrophe, and the grief for the unfortunate expressman's melancholy end was merged in the general sorrow.

Thirty thousand dollars in specie, which he had in charge

for delivery to the Merchants' Bank of Boston, on account of the Government, was lost with the Lexington.

Dexter Brigham, Jr., aided W. F. Harnden, both as messenger and clerk, soon after the Express was started, but only as a volunteer and without compensation. Harnden told him that the Express was only an experiment, but when it should become a paying concern, he would give him something for his services.

After the Express had been running a short time, *via* Providence and Newport, Harnden found it desirable to have a conductor through to New York, *via* Stonington, and he employed Luke Damon, who continued on that route for two or three years.

CHAPTER II.

HISTORY OF WM. F. HARNDEN, AND HARNDEN & CO., COMPLETED.

HARNDEN'S ILL HEALTH AND OTHER DISCOURAGEMENTS.—HIS HEROISM. NARRATIVE OF THE LOSS OF THE LEXINGTON.—MELANCHOLY DEATH OF ADOLPHUS HARNDEN, THE FIRST MAN THAT DIED IN THE EXPRESS SERVICE.—FREEZING-UP OF THE SOUND.—NOVEL WAY OF EXPRESSING. HARNDEN ESTABLISHES OFFICES IN PHILADELPHIA AND ALBANY. ALLUDES TO THE STARTING OF THE FIRST OPPOSITION EXPRESS (ADAMS & CO.).—TAKES A PARTNER AND ESTABLISHES A EUROPEAN BUSINESS.—CHARACTERISTIC CORRESPONDENCE BY HARNDEN.—HENRY WELLS AS HIS AGENT.—HARNDEN & CO.'S OPERATIONS; THEIR PROGRESS AT HOME AND ABROAD.—SICKNESS AND DECREASE OF WILLIAM F. HARNDEN.—RESULT OF HIS ENTERPRISES.

WE have described the causes and origin of the Package Express; it now remains for us to relate how Harnden's enterprise stood the test of experience—wherein it failed, wherein it prospered, and how much of the fruits of the noble tree which he had planted, he was permitted to enjoy before he died.

To illustrate how slight a thread the Express line was at that time, Mr. James Cholwell, then a clerk in J. W. Hale's foreign letter office, but subsequently a city money-messenger with Adams & Co., informs us that he remembers that one day Harnden came to where his employer was sorting letters, and striking his hand emphatically upon the counter, declared that "he could not make it go," meaning the Express business. "He had expended," he said, "a thousand or twelve hundred upon it, and had not got half his money back." Hale reminded him that the Cunard line of steamships was about to go into operation between Liverpool and Boston, and this would necessarily make a multitude of foreign parcels for delivery, in New York and Philadelphia, by express. Harnden saw at once the force of the suggestion, and was encouraged to continue his enterprise. When the steamships commenced running, the communication between New York and Boston per-

ceptibly increased, and the impetus given by it to the business of the latter city materially helped Harnden & Co.

The reader will understand that Harnden, in the struggle for the establishment of his "project," had had the odds very much against him. He had neither health, capital, nor friends to back him. As before stated, the reason of his resigning his situation as ticket master on the Boston and Worcester Railroad was that his slender constitution had been seriously injured by his steadfast application to the duty required of him; hence he was not physically equal to the fatigue inseparable from the berth of an Express conductor or messenger; and it was a subject of wonder to all who knew him that he endured it as well as he did. The secret of it was, that he had, under a very quiet and rather taciturn demeanor, great hopefulness, a steady zeal, and a strong will. By almost superhuman exertion of the latter faculty, when worn out by a night of harder duty than usual, by which he had been robbed of his needful rest, and exposed to the roughest weather, on sea and land, he would re-animate his exhausted system and nerve himself to discharge the recurring labor. In these days of progress it is not so easy to appreciate the severe ordeal which Harnden went through. Unless a man is stimulated by an indomitable spirit, if his body is weak and undermined by disease, he feels privileged to shun fatigue; but Harnden, on the contrary, resolutely encountered the hardships of his new business at all times, and often against the remonstrances of his friends who feared that he had undertaken a work that would soon destroy him. Among other things, it was his pride to be first to board the British mail steamer, to obtain the European news for the press; and even though it should be between midnight and morning, his office would be illuminated, and he and his men on the alert for the expected arrival. This often occurred when, instead of such exposure, he ought to have been in bed and under a doctor's care.

His Express had been in operation only a few months, when—it was in the summer or fall of 1839—O'Hearn, a part of whose little store in the basement of what is now No. 20 Wall street, at the corner of Nassau street, we have said was his original office in this city, requested him to remove, because

the receipts of parcels had so increased that they obstructed the stationer's own business. Harnden acquiesced, and hired an office at No. 2 Wall street, in a building situated where the National Bank of the Republic now stands.

His original office in Boston was in the same room with Staples, the stage agent, No. 9 Court street. B. D. & G. B. Earle, bank messengers between Boston and Providence, started an Express between those two cities, and occupied a portion of Harnden's Providence office.

In August, 1839, E. L. Stone, a native of Leicester, Mass., became a clerk in Harnden's service at No. 2 Wall street. J. W. Lawrence was agent of the Boston office; and Luke Damon and Adolphus Harnden were messengers. This arrangement continued until the 13th of January, 1840, the date of the disaster to the Lexington. On that fatal day, the business of the Express at the New York office seemed even better than usual. Harnden had been intrusted with the delivery of \$20,000 to Franklin Haven, president of the Merchants' Bank and U. S. Pension Agent. Besides that large sum, they had in charge as much more for various other parties in Boston, and a considerable quantity of parcels, &c. The money and valuables were put into the portable safe or iron box as usual, and this was bestowed in the Express crate, with the packages, by Adolphus Harnden, who little imagined, when it was done, that he had packed it for the last time. It was a winter's afternoon, but the trip seemed likely to be safe enough.

There were nearly 100 passengers on board, besides 37 persons in the capacity of officers and crew. On deck was a large quantity of cotton, in bales.

At seven o'clock in the evening, when about five miles east of Eaton's Neck, L. I., and going at the rate of 12 miles an hour, the cotton near the smoke pipe was discovered to be on fire! The wind was blowing very fresh, and all endeavors to extinguish the flames being found ineffectual, the boat was headed for Long Island. Unhappily the tiller ropes were soon broken by straining, and the vessel became unmanageable.

The consternation was now so universal that two of the Lexington's boats, and the life-boat, were no sooner lifted out and let down into the water, than a crowd of panic-stricken

mortals precipitated themselves on board, and swamped them —by this means losing their own lives and depriving the rest of their only dependence in that terrible emergency. Another boat, which had been lowered very carefully, and apparently all right, was found, a day or two afterwards, with four bodies in it, and nearly full of water.

The engine, also, became useless, and the boat drifted at the mercy of the wind and sea, while the volume of fire from the rapidly-consuming cotton swept over her, and her despairing passengers and crew, with a fearfulness that defies description. The conflagration being amidships, cut off necessarily all communication from stem to stern, where the passengers were collected ; some clinging to each other, some on their knees, and either imploring God to help them, or unavailingly bewailing the horrible doom which gazed grimly into their pale countenances.

The blazing wreck, shining far over the intensely cold and heavy waste of waters, exhibited the scene of the catastrophe with terrible distinctness. To remain on board was to incur certain death, and to cast themselves into the sea was the only alternative. It was a desperate resort, but, commending themselves to God, the poor creatures availed themselves of the wretched privilege of a choice in the manner of their death ; for they could hardly have entertained a hope of surviving. A very few, who hesitated to precipitate themselves into the merciless deep, clung to the sides of the burning hull, in the hope of prolonging for a few moments their limited existence.

Only 4 persons were saved ; and 110 men, 8 women, and 3 children are known to have perished. If any, upon spars and fragments of the wreck, escaped drowning, it was only to die by exposure. It is possible that a few survived until morning, and drew their last breath in sight of the rising sun.

Many of the victims of that awful calamity were prominent citizens of New York and Boston. The public favorite, the inimitable comedian, the wit, the scholar, and the gentleman, Henry J. Finn, enacted in that tragedy the last scene in his life. How impressively it stands out in contrast with what we remember of him, as, many a time and oft, at the annual Corporation dinner, he used to “set the table in a roar,”

or, in some comic part upon the stage, would convulse the audience with a laughter that would tickle the ribs for whole days afterwards, and cause the very mention of his name to excite the risibles of the hearer! Poor Finn!. Who of the vast multitude that knew you, has not paid to your memory the tribute of a tear?

There is no record of the personal experience of any one of their companions, except that of the four who were saved; and we have none of Adolphus Harnden. That he behaved with courage and fortitude we have no reason to doubt.

Express messengers have, in numerous instances of disaster by sea and land, distinguished themselves by their presence of mind and intrepidity in seeking to save or serve those in distress around them. In Harnden's case, any attempt to rescue his fellow passengers would have been futile. His only care was for the safety of the very heavy amount of treasure which he had in his charge. He took his iron safe, containing about \$40,000, from the crate before the boats were swamped, in the hope of getting it into one of them, after they had done their office in conveying the passengers and others ashore. Finding it was too heavy for that, he may have opened it and taken out the packages, for their better conveyance. Probably all, or a portion, of the \$12,000 in specie belonging to the Merchants' Bank had not been put into the safe, for one who was there says that he saw the boxes used by some persons in throwing water upon the flames.

The safe was upon castors, and it rolled overboard when the steamer lurched. It has never been found, nor any portion of the money. Fragments of the crate were picked up a short time afterwards, but nothing of any value. The body of the unfortunate messenger was never recovered.

On the day following the disaster, Captain Comstock, accompanied by Dexter Brigham, Jr., and two or three other gentlemen, proceeded with his crew, in the steamer *Statesman*, to hunt for such of the poor creatures as might yet be alive upon the icy shores, or afloat upon spars, &c. Crowley, the second mate, was found in good quarters, having floated ashore on a bale of cotton (which, by the way, he gratefully preserves in remembrance of its service); and three others were saved,

but no trace was discovered of the unfortunate Express conductor.

Early in 1840, Harnden contemplated an extension of his line to Philadelphia; and, in the spring of that year, he commissioned E. L. Stone to go thither and act as his agent. Pullen was the Boston messenger.

In November, 1840, D. Brigham, Jr., became a partner of Harnden, and went to England to establish a transatlantic express line and foreign exchange business. This step was regarded with favor, and through the energy of Harnden had become, in 1842, a popular institution, highly creditable to American enterprise.

At that date William F. Harnden was upon the top wave of popularity; but what are splendid means and wide-spread reputation to a man, if the still greater source of enjoyment, good health, is denied to him? Though constrained by his failing strength to ride to his place of business in his carriage, Harnden still labored at his headwork with unabated zeal. His Boston, New York and Philadelphia Express and his Foreign Express were not his sole care. He conceived that his influence in Europe could not be better fostered and extended than by Harnden & Co.'s undertaking to afford the most sure and satisfactory facilities for the emptying of the overflowing population of the Old into the fertile western valleys of the New World. When Henry Wells had urged upon him, a year or two before, the importance of extending his line from Albany to Buffalo, and thence westward, Harnden replied: "Put a people there, and my Express shall soon follow." He did not want to waste time to court the patronage of unpopulated prairies; and it was this thought, probably, that was the seed of his emigration project at a later period. With more experience, he might have realized the fact, that Express facilities may lead as well as follow population.

Harnden desired, with all his heart, to have the Great West traversed by railroads in every direction. He saw that the "lay of the land" offered no such difficulties to their construction as had been experienced among the rocks and hills of New England; and, with comparatively small expense, the

immense distances, which appalled those who were looking wistfully to the productive and easily cultivated western prairies, could be overcome, and the vast Valley of the Mississippi be rendered accessible to the enterprising spirits of the crowded eastern States, and the starving millions of Europe. There was no exorbitant prices to be paid for "rights of way," no impediment to obtaining materials for construction; the only difficulty was to procure laborers. Great Britain was rich in its numerous gangs of experienced *navvies*, thoroughly experienced in excavating, banking, tunneling, bridging, &c.; but the demand for similar labor, in this country, vastly exceeded the supply. The more that Harnden thought of this (and the subject exercised his mind for several months, at the period of which we are writing), the more confirmed he became in the desire to be himself the means of bringing into the United States the requisite labor force from the surplus of Great Britain and the continent. Up to that time there had been no organized and well-regulated system of emigration. If a shipload of foreigners arrived, the chances were that they were the dregs of a European poor-house, with neither the inclination nor the physical ability for labor; but if, on the contrary, they were of the better class of emigrants, able and anxious to go west and work, there were many hindrances to their getting thither, and little or no means of communicating with, and remitting money to, the friends whom they had left behind them in the old country. Wm. F. Harnden determined to remedy, if possible, all these difficulties. He had established, as we have said, his Express offices in the principal cities of England and France. He lost no time in doing the like in Scotland, Ireland and Germany; and so arranged it that Harnden & Co., at all their offices in the United States, could make bills of exchange, either upon their foreign agents or upon first-class bankers, in all those cities, for any amount, from one pound upwards, for the accommodation of emigrants who, having settled and made a little money, desired to remit it safely and expeditiously to friends at home, to pay their passage to America.

Having made this arrangement widely known, the effect of it was soon manifested, agreeably to Harnden's expectation.

The Irish and German residents (but especially the former, who are more impulsive) began to buy the bills, and send home to their friends to join them in this land of plenty. The facility of remittance thus provided by Harnden & Co. (and so extensively imitated by a host of small bankers since that time) gave a very decided impetus to emigration from Great Britain. It was precisely what was wanted to give it a start. Harnden's next move was to arrange with Enock Train & Co., the large packet-ship owners in Boston, for the cheap conveyance of emigrants from Liverpool. His next step was to contract with the owners of the numerous lines upon the N. Y. and Erie Canal for the exclusive use of all their passenger boats. It was an immense monopoly, but never abused, and saved the emigrants and other passengers from being confused by opposition lines, and fleeced by runners and other land-sharks, who, prior to that time, used to fatten upon the plunder of ignorant travelers.

Harnden was almost as great a believer in the advantages of publicity as is the very liberal, resolute, enterprising and successful Mr. Robert Bonner, of the *New York Ledger*, who has wrought so remarkable a revolution in advertising within the last few years. *Ex. gr.*—Young Smith, in Harnden & Co.'s Boston office, received an order from Nat. Greene, at that time, to get a thousand white cards printed, relative to the enterprise; the size of them to be somewhat smaller than his hand. "His hand!" exclaimed Harnden, when he heard of the order, "have them a foot square, five thousand of them, and the color red. If a thing is worth doing at all, it is worth doing thoroughly." Then writing down the order explicitly, he handed it to Smith; and in two weeks afterwards there was hardly a hotel, steamboat, or depot in the United States in which was not seen one or more of those large showy flaming-red placards, announcing, and keeping before the people, the admirable arrangement which Harnden & Co. had consummated for the passage of emigrants from Liverpool to New York, Buffalo, Chicago, &c. A thousand or more, also, were conspicuously posted at the railway stations, and other appropriate places, in England, Ireland, Scotland, and on the continent. Harnden employed, too, numerous passenger agents in Europe, and used

every possible means to make the laboring class—and especially those who could be serviceable in the construction of railroads—appreciate that it was for their interest to come and settle in the western world. Probably no one man ever did more to make the resources of the west, and the inducements to emigrate thither, extensively appreciated in Great Britain than William F. Harnden. After his death, his partners were reproached that in their zeal to obtain passengers they suffered their foreign agents to overrate the facilities and rewards of emigration; but that charge, whether true or false, was never made against Harnden himself. He knew that the labor of a country was her most certain source of wealth, and never was this unerring law of political economy more manifest than in the United States. On the one hand, he saw his native State of Massachusetts, without either agricultural or mining advantages, made rich by the industry of her sons and daughters; on the other, he beheld immense prairies in the western States and territories yielding no support to man, but ready to fill millions of barns and granaries to overflowing with the abundance of the earth, as soon as the hand of labor should come to develop their endless resources. It was with the most heartfelt gratification, then, that Harnden realized the entire success of what may be not inaptly called his Foreign Passenger Express. At the close of the year 1844, that small-sized, fragile man, whose constitution, never healthy, was now wasted by the consumption which was rapidly measuring the little remnant of life yet left to him, had the satisfaction of knowing that he had been the direct means of bringing from the Old World more than 100,000 hard-handed laborers, and depositing them in that now magnificent portion of our country where their work was most wanted, for the cultivation of the soil, and the construction of railways and canals. He had no bodily strength, himself, for that sublime work which has since made the west an incalculably productive farm, traversed in all directions by over ten thousand miles of railroad, and affording happy homes to millions of people; but yet (and it was his consolation in the last hours of his brief but active and eventful career) he had brought more muscle to that prodigious labor than any Hercules among them all.

But great as was the moral triumph of Harnden & Co.'s foreign operations, they were not remunerative pecuniarily. Their agencies, and other machinery, abroad, were expensive, and it is possible that the disbursements might have been less lavish with no detriment to their efficiency; but Harnden was liberal in everything, and it afforded him pleasure to have all in his employ share his prosperity. The idea seems to be regarded as exploded, in these days, but it was Harnden's opinion that the surest means to render his men zealous in the work, and honest under every temptation, was to pay them generously for their services. Governed by this rule of action, he certainly succeeded in obtaining the hearty co-operation of all his employees—agents, clerks, messengers, and drivers—and was singularly fortunate in never losing a dollar by any want of fidelity on their part. In their respective departments, nearly all of them were remarkable for ability. It was, indeed, a period in which the Express business—or perhaps we should say its projectors and managers—had infused some of their own electrical vitality into every man in their employ. Undoubtedly, the work itself being novel, exciting and popular, was well calculated to create, and keep alive, a strong *esprit du corps*. The value and importance of that sentiment, however lightly it may be esteemed in the present well-established condition of the Express service (to which, by the way, we, ourselves, consider it as essential as ever), were not overlooked by Harnden; and so successfully did he encourage and foster it, that his men would make any sacrifice of personal ease and necessary rest to please him; and, though it is now thirty-six years since he died, there is not one of them living who does not speak of him with affectionate regard.

In the summer of 1842 or 1843, L. W. Winchester (now and for some years past the agent) was a clerk in Harnden & Co.'s New York office, No. 3 Wall street. He had previously been engaged in similar business. In a year or two the office was removed to No. 6 Wall street, Luke Damon acting as agent of the eastern business, and Winchester as agent of the Philadelphia Express. In the winter of 1843-4, Harnden & Co. had a disagreement with the Camden & Amboy Railroad Co., and

were easily induced to make a sale of their Philadelphia Express to Geo. Hatch and Geo. O. Bartlett.

We have already said that Harnden & Co. underrated the value of their home Expresses, so full were their minds of the superior magnitude of their foreign operations. They were receiving, and sending to the west, scores of ship-loads of emigrants, and actually had under their control the bulk of the foreign passenger business. The senior partner used to say to his friends, that when his plans were perfected, every emigrant arriving in New York and Boston would be consigned to Harnden & Co.

Geo. Hatch & Co. failing to comply with the terms of their purchase, the Philadelphia Express reverted, after the lapse of a few months, to Harnden & Co., who run it for a time, and then sold it to Johnston Livingston and William A. Livingston. In a month or two, the latter sold out to the former, and went to Albany, where he engaged in the Express business. We shall have occasion to allude to him in another part of this work.

Livingston & Co.'s New York and Philadelphia Express remained in the hands of Johnston Livingston for several years, until, indeed, it resumed its original name.

James Stuart, then a lad, was employed in the New York office of Harnden & Co. at that time.

In the winter of 1844-5, it became evident that Wm. F. Harnden could not survive until spring. In vain had he sought relief in a more genial southern clime; vain was the skill of the best physicians—impotent to save him were the incessant attentions of his affectionate wife and friends. He met his fate firmly, on the 14th day of January, 1845, aged thirty-three, and was buried at Mt. Auburn, near Boston.

His European affairs were a source of anxiety to Harnden upon his death-bed. His only desire to live appeared to be that he might see his foreign enterprise attain to a good and permanent basis. Possibly he hoped to put his Express system into operation upon one or more railways in England, but probably the one grand purpose and darling object of his heart was the monopoly of the emigration business.

It was a popular notion, at his decease, that he had accumu-

lated wealth; but the fact was, that he died poor. His personal and family expenses had been large, and he had been a liberal giver. His European business had required an immense outlay, and he had little or no return for his investments. At his death, it devolved upon his partner, Dexter Brigham, Jr., who soon associated with himself several gentlemen of ability, experience, and capital, viz.: Robert Osgood, I. C. Kendall, and John W. Fenno. It was then a distinct property from the rest of Harnden & Co.'s business, which consisted of their Express between New York and Boston. In about a year after Wm. F. Harnden's death, the home Express was disposed of to Messrs. Brigham, Blake, Coolidge, and Wheeler. At, or nearly at, the same time, Kendall retired from the European house, while it still appeared to be in the full tide of prosperity, though it no longer retained any of its original Express character. Blake, also, retired from the Express firm here, and was succeeded by C. H. Valentine, who adhered to it about two years. Dexter Brigham, Jr., sold out in the meantime. Subsequently, Coolidge and Valentine induced Wheeler to sell his interest to them. In 1850, or about that time, J. M. Thompson, of Springfield, Mass., purchased Valentine's interest; and Johnston Livingston and L. W. Winchester negotiated for the purchase of Coolidge's. The result of it all was, however, that the Harnden Express between Boston and New York became the property of J. M. Thompson, Johnston Livingston, S. M. Shoemaker, E. S. Sanford, and L. W. Winchester, jointly, under the style of Thompson, Livingston & Co. Winchester was constituted manager of the New York office. C. H. Valentine afterwards started an Express at St. Louis, but abandoned it and became New York superintendent of a large western and southwestern freight forwarding business.

In the meantime, Messrs. Brigham, Fenno, and Osgood remained in the foreign business, under the style of Harnden & Co. It is only because it was so styled that we again allude to it, for it was no longer anything more than a banking and commission house. Our old Express friend, Luke Damon, however, was a clerk in their Liverpool counting-room, as late, we believe, as 1849 or 1850. In 1851, some ill-advised operations in building and starting a line of steamships between

Boston and England, and investments in East Boston stock, crippled them completely, and they were obliged to cave in. The failure was for a very heavy amount, and the dividend to creditors was only nominal.

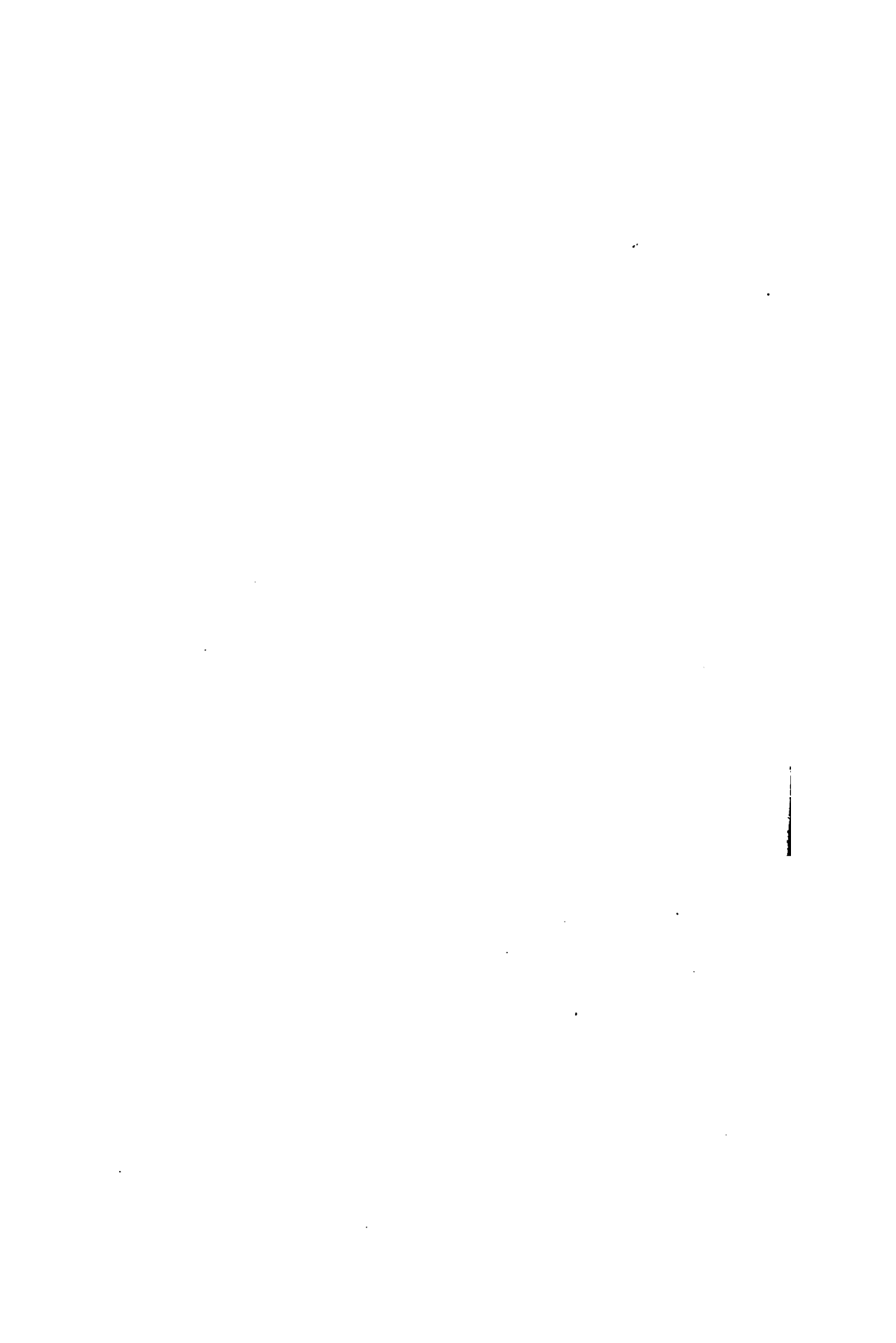
Thompson, Livingston, Sanford, and Shoemaker were all experienced, energetic and shrewd Express managers, and Winchester had been familiar with the office routine and customers of Harnden & Co. for more than seven years. With such a force behind it, the Harnden Express once more offered a strong competition to the powerful firm of Adams & Co.

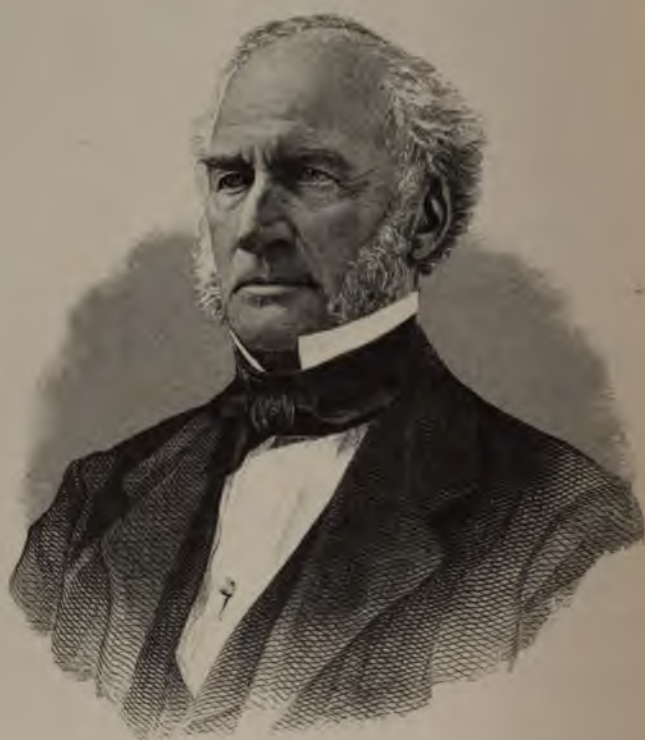
In 1851, James De Martin, a merchant in Savannah, Ga., became associated with L. W. Winchester in a semi-weekly Express between New York and that city, which was dispatched regularly by S. L. Mitchell's steamships. Soon afterwards Johnston Livingston obtained an interest in it, and the firm became Livingston, Winchester & Co. It proved a success, and its operation rapidly extended to Columbus, Macon, Montgomery, &c.

Shortly afterwards, the Harnden Express proprietors started an Express between New York, New Orleans and Mobile, by steamships, in opposition to Adams & Co.'s business in that quarter, which had been commenced a year or two before by Stimson & Co. Thompson, Livingston & Co. established agencies in New Orleans, Mobile and Texas, and their Express became very useful to the merchants of the southwestern States.

The Harnden Express was regarded as a great institution, in the southern States, as well as north and east.

L. W. Winchester was the able superintendent, and Geo. Knower the cashier at the New York office. A. Sprague was for some years the agent at Boston.





Alvin A. Day

Founder of Adam's Express Co.

the fact that the people of the world are not yet united in a common front against the forces of reaction. The people of the world are still divided into many different groups, each with its own interests and its own goals. The people of the world are still divided into many different groups, each with its own interests and its own goals.

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Alvin Adams

Founder of Adam's Express Co.

CHAPTER III.

THE ADAMS EXPRESS COMPANY.—ALVIN ADAMS, ITS FOUNDER.—HIS
EARLY LIFE.—EXPRESS OPERATIONS IN NEW ENGLAND, NEW
YORK AND SOUTH.

WHEN we consider the vast extension of the Express service, both in area and importance, since the death of Harnden, we cannot but wonder that so gigantic a growth should have sprung from the enterprise and persevering energy of a few men who began the good work, with neither capital nor rich relations, nor high social position to back them. Indeed, more than one of them had not enjoyed even the advantages of a first-rate common school education. Several of the most successful commenced their business with scarcely a dollar to their names, and all have to congratulate themselves that they have attained to their present standing, not by any adventitious aids, but solely by their own personal talents, united to the most indefatigable application to the work. The labor has not all been manual, as many imagine; they have performed a great deal of *head* work, and the result is a degree of harmony in the operation of the Express service throughout the whole country, notwithstanding the different, and oftentimes apparently opposing interests of the numerous proprietors.

Mere executive men could never have brought the business to the prominent and influential position which it now holds in every considerable community. Fortunately for its early success, it was not retarded by falling into the hands of persons competent only to run of errands and deliver parcels. Mind as well as muscle—mental sagacity as well as physical energy were demanded for its development.

Alvin Adams, happily, united in his own person both of those characteristics. He had the iron constitution, and the aspect of health, which he had brought with him from his native home among the mountains of Vermont, twenty years

before, when he came to Boston, a fatherless and motherless boy, to seek his fortune; and he had, too, the clear head and strong intellect for which the people of the Green hills are famous. His fifteen or twenty years of experience in Boston, before he started in the Express business with P. B. Burke, had been marked by every variety of fortune, but he had never attained to wealth. Beginning it in the humble situation of an office assistant in the Lafayette Hotel, his intelligence, regularity, temperance and habits of industry speedily secured his promotion, and rendered him an invaluable aid to the landlord. The characteristics which we have named, being accompanied by a frank, cordial manner, a gentlemanly address, and an obvious hearty desire to make all around him quite comfortable, admirably fitted Adams for the charge of a first-class hotel, which the "Lafayette" was at that time; but his ambition did not turn in that direction. The celebrated inn was the starting place of several stage lines, and their stable was directly in rear of the house. Staging was a very important business in those days, as we have said; and as the lines from the hotel connected Boston with the great cities of New York and Albany, they stood very high in the esteem of young Adams. It was a common thing, in those days, for a driver to own his team, and this fact contributed not a little to the respectability of the occupation. The Stage Company at the Lafayette Hotel carried the U. S. mail, and was rich in commodious and elegant coaches, and two hundred of the handsomest and most spirited horses that ever kicked up a dust on the Dedham turnpike. The drivers were substantial, solid men; both popular and respected; and Alvin Adams fancied that he would like to be one of them. He had always been a lover of good horses, and to drive four-in-hand, with a fine coach-load of passengers, and the U. S. mail behind, was no less an honor than it was a pleasure. He probably calculated, too, that he might some day be the proprietor of a line of his own. His predilection for the box, however, was (as he himself told me) successfully combatted by the stage agent, who insisted upon it that he was made for better things. He then betook himself to a mercantile occupation, and became either as an employee, or, upon his own account, a family grocer or dealer in pro-

visions. Subsequently he was a produce merchant, and enjoyed a term of prosperity. Whoever is familiar with the latter business knows how liable it is to extreme fluctuations, by which fortunes are made or lost in a single month. Adams enjoyed no immunity from the reverses by which his neighbors were suffering. He failed, and lost every dollar. When the tide of fortune again turned in his favor he paid up all of his old debts. One of those from whom we had the story, was himself a beneficiary of this act of unusual justice. The debt was some years old, and the creditor had forgotten it, when he was surprised by Alvin Adams stopping him in the street, reminding him of it, and requesting him to send it to him for payment.

In May, 1840, Alvin Adams and P. B. Burke started an Express in direct competition with Harnden, under the style of Burke & Co. After a few months of "uphill work" Burke retired, and Mr. Adams executed all the business of the "opposition" himself. He was its messenger, cashier, receipt-clerk, label boy, and porter. He employed no wagon, nor did Harnden, until a year or two elapsed, for they had only small and valuable parcels to deliver in those days.

We believe that Burke never returned to the Express business.

For the first week or two, Adams could have stowed it all in his hat; nor did he carry anything more than a valise for several months from the commencement. For a long time he found it the hardest kind of work to obtain a share of the public patronage sufficient to pay his expenses, so strong a hold had the prosperous Original Expressman obtained upon the confidence and good-will of the community. Indeed, very many people regarded Adams as an interloper upon a field of enterprise fairly won by Harnden, and manifestly his "by the right of discovery." It is more than probable that not a few of Adams' personal friends looked upon his new business disapprovingly, or damaged it by faint praise. We know that some of them had no sympathy with it. Thy thought, with the majority, that there would never be enough business of the kind for more than *one* Expressman; never dreaming that in less than eighteen years afterwards it would furnish employ-

ment for more than five thousand persons. Indeed, that was not a time to be sanguine about business of any kind except politics. It was the memorable year of the Harrison Presidential Election, and

"Tippecanoe and Tyler too"

monopolized more attention than the mart or the counting-room. For an unprecedented length of time the industry and mercantile interests of the whole country had been depressed and almost ruined. Any change of rulers, it was said, could not but be for the better, and the people were full of the idea of a revolution in the national administration, with a view to improving affairs in general, and business in particular.

Subjected to the double disadvantage of an unpropitious period for a new enterprise, and a degree of antagonism to it in the community on the part of the very people upon whose favor it was dependent for a support, it is not to be wondered at that Burke should so soon have abandoned the undertaking. It certainly was very discouraging, but Alvin Adams was not the man to back down. After Burke left him, in 1840, he conducted the Express, as we have said, entirely alone. He had no capital, nor, indeed, had Harnden at that time. Shortly afterwards, he took Ephraim Farnsworth into copartnership, and gave him the charge of the New York office; but the connection did not last long. Farnsworth died some years ago. We speak of what the second Express had to contend with, the better to illustrate the innate energy and perseverance of Harnden & Co.'s earliest competitor, and his remarkable fitness for the occupation, which in calm disregard of sneers and remonstrances, and still stronger opposition, he persisted in following. It has been often said, that neither Harnden nor Adams, nor anybody else, could possibly have anticipated, at the outset, that the Express business would ever attain to the importance that it has; and doubtless that was so; but no one can look upon the intelligent countenance and ample forehead of Alvin Adams without the conviction, that he had the sagacity to look forward to the realization of far greater results from the enterprise than any other man. It is difficult to believe that a person of his mental power and business experience

would have been contented to adopt for an occupation what appeared then to be only that of a messenger or errand-man, between two cities, had he not expected it to lead to something of more extent and consequence. That he had some such foresight, was probably the reason why he adhered to his enterprise through three or four years of the hardest kind of work and the poorest sort of remuneration.

Brainard, for many years past quite famous as an express-wagon builder in Boston, in 1840 drove a job-wagon. He says that he used to do the little carting that was then required by Adams, *gratis*; and even at that, gave him the preference to Leonard, who had started the Worcester Express.

Leonard, who paid well and was willing to pay more, to induce Brainard to receive his freight as soon as the steamboat train arrived from Worcester at the Boston depot, and hurry with it down to his office, could never understand why he should insist upon waiting to get out Adams' New York trunk when he acknowledged that it was purely a "labor of love." The fact is, that it was only one of many evidences that we have seen of the genial influence that Alvin Adams has exercised upon the affection of all who have enjoyed his friendship.

At the time of Farnsworth's leaving the firm, Adams & Co.'s clerk in New York was a young man, named William B. Dinsmore, and their office was in the basement afterwards occupied by Boyd's City Post, in William street, near Wall.

This was in the latter part of 1841, or early in 1842. Dinsmore was then a young man, without capital, but not without experience. He was born in Boston, and had lived there until two or three years before becoming connected with the Express. He had been in the south a portion of the time, engaged in trading, and still later was employed by David Felt, the stationer, in New York, either as a salesman or book-keeper. In the latter capacity he is said to have excelled. We have many pleasant recollections of him in his native city before he located in New York.

In the outset, and for several years subsequently, Adams & Co.'s business was limited to New York, New London, Norwich, Worcester, and Boston.

The entire business of Adams & Co. was done then by two or three men and a boy. They were kept pretty busy, it is true, but found it difficult to meet expenses, even with the most rigid economy.

Up to 1843, their affairs had not prospered much, nor had business in general materially improved; but, fortunately for them, Harnden & Co., about that time, became so engrossed with the extension of their European operations as somewhat to neglect their home Express, and as an inevitable result disaffected some good customers, who on that account gave their parcels to Adams & Co. The latter improved the opportunity to redouble their persevering efforts to secure success. The two Expresses were now supplied with horses and wagons. That was an era in their affairs. In the fall of 1843, Samuel L. Woodard (formerly a stage-man for Col. Staples, from Keene and Fitchburg to Worcester), became the driver of Adams & Co.'s Boston wagon, although he was probably worth more money at that time than his employers. He continued in that capacity about twenty years: one of the most faithful, kind-hearted, agreeable, and industrious of men; always on hand early and late, and ready for any emergency. Then, an Express driver was as valuable and important as ever the stage-man had been in his palmy days, and to his efforts in "bucking for freight" his employers were indebted for a very considerable amount of their patronage. Woodard had a clear head, a round, cheerful, happy face, a plump person, and a frank, hearty manner, united to a due degree of the *suaviter in modo* of his employer, and being zealous in the service which he had adopted, and strongly impressed with the importance of it to the community, he talked it into the bankers and merchants with signal success.

Of course, he soon came to be regarded by Adams as an almost indispensable man in the Express, and the most friendly relations existed between them. Woodard enjoyed in advanced life, as the fruits of his talents, industry and steady habits, a snug little competency, and a constitution unimpaired by his long service. Even the handsome white horse, which he used to drive, was still in good order and well condition when twenty-six years old.

In 1843, John Hoey was a boy in Dinsmore's office. Serving the institution zealously and with a constantly-enlarging capacity ever since, he now holds a very important position in the company. Wallace and Daggett, Swett, Studley, Fisher, Brastow, Haskell, Freeman, Safford, Gorman, Phillips, Webb, Dixon, Doyle, Curtis, Gore, Jones, and John K. Stimson, were employed at an early period of the business, the latter dating from 1846.

E. S. Sanford, a native of Massachusetts, became connected with the New York office in 1842. Shortly afterwards, in association with S. M. Shoemaker, a native of Louisiana, he extended the line of Express to Washington. W. H. Trego for many years was an active employee in their Baltimore office.

Daniel Phillips, for nearly 20 years an expressman in Hartford, after having done the business for some time in his own name, became the agent for Adams & Co. in Hartford. In 1854 the company purchased of Thompson & Co. the Express which they now run between that beautiful and thriving city and Springfield, Mass.

Washington Webb, the New York agent, was Harnden's in 1842, and in 1844 was agent of Beecher & Co.'s Steamboat Express, and Phillips & Co.'s Railroad and Steamer Express, to New York. Henry B. Plant (many years later the indefatigable and excellent superintendent of the southern division), was at that time messenger for Adams & Co., on the New Haven route. Peregrine Turner, the estimable agent at New London for many years, formerly had an Express of his own. E. A. Johnson, Gabriel Brush, and W. L. Crane (subsequently manager of the New York department of the New Haven line), were early engaged upon the Connecticut division. Hardy served as a messenger.

In 1850 or 1851, Adams & Co. arranged to send their money and small packages over the New York and New Haven Railroad, then just completed, paying \$1,000 per month for the space occupied by them in a car on the express train. In November, 1854, H. B. Plant went to Augusta, Ga., to act as superintendent of the Express in that city. Subsequently he established agencies at all practicable stations in South Carolina,

Georgia, Alabama, Tennessee and Louisiana. In the latter State, the business started in 1850 by John K. & A. L. Stimson, under the style of Stimson & Co.'s New Orleans and Mobile Express, had passed into the hands of Adams & Co. This, too, was the case with the thriving Charleston Express of Hoey & Co. (John Hoey and John K. Stimson). By these accessions to its strength in the south, and still more by the creation of new railroads, and its enterprising and efficient management in that quarter, the Adams Express, like the Harnden, were doing an immense and constantly increasing service there.

In the west, also, where in 1856 Alfred Gaither came to the front as superintendent, the Adams Express had acquired in 1860 an extensive and prosperous business. C. Woodward, then the smart and assiduous agent at Cincinnati (Gaither's headquarters), was formerly located at Indianapolis. J. H. Rhodes was connected with the Pittsburgh office.

One of the best men in the business at that time was Col. John Bingham, superintendent of the Pennsylvania division. Geo. H. Burns, early employed in the Philadelphia office, was agent at Washington, D. C.

The superintendent of the southeastern division was S. M. Shoemaker, a director and large stockholder.

E. W. Parsons was superintendent of the eastern division, and universally esteemed.

In 1854, the very able and popular cashier, and corresponding clerk, in the New York office, was J. C. Babcock, formerly a bank cashier. Hiram Dixon, still book-keeper there, was in his prime.

R. P. McCullagh, superintendent of the Philadelphia office had had the advantage of many years' experience, and was highly esteemed for the judicious and thorough manner in which he discharged his laborious and responsible duties.

In 1860, E. S. Sanford was general superintendent of all the routes of the Adams Express Company.

E. Coleman and Harry Gorman, also Messrs. Heath, Lambertson, Bell, Piers, and McKeever (the latter in 1860 agent at New Orleans), were in the Philadelphia office.

Alvin Adams, the father of this great institution, preferring the quiet city of Boston, where he had resided for 30

years or more, remained in charge of the operations and office at that original fountain-head of the business, assisted by his two sons, Alvin, Jr., and Waldo ; also, Richardson, who was a pioneer in "expressing" away down east, where the sun rises.

KINSLEY & Co.'s EXPRESS was one of the pioneer institutions, and for the able and thorough manner in which it was conducted, is worthy of honorable mention.

It was begun in 1842 by James Gay and E. Littlefield, of Boston. R. B. Kinsley afterwards became the senior partner. Their first trip on the Fall River line, their route to New York, was in May, 1847.

That route was a popular one, and the Express equally so, both east and south, to which they had extended. The New York, Philadelphia, and Boston offices were well-manned. E. Littlefield had charge of the New York department many years.

On the 1st of July, 1854, an arrangement was entered into by which the several Expresses mentioned, viz., Adams & Co., Harnden & Co., Thompson & Co., and Kinsley & Co., were consolidated in one company, under the style of "The Adams Express Company," with a capital of \$1,200,000. Its organization being as follows, viz.:

President—Alvin Adams ; Vice-President—Wm. B. Dinsmore ; Directors—Edwards S. Sanford, S. M. Shoemaker, C. Spooner, John Bingham, Johnston Livingston, Geo. W. Cass, R. B. Kinsley.

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HENRY WELLS,
FIRST PRESIDENT OF THE AMERICAN EXPRESS COMPANY.

CHAPTER IV.

THE AMERICAN EXPRESS COMPANY.—GEO. POMEROY, HENRY WELLS,
AND THEIR LETTER EXPRESS.—THE LIVINGSTONS AND FARGOS.
—WESTWARD, HO!—JOHN BUTTERFIELD.

IN 1841, Henry Wells, at that time, or a little earlier, agent of Harnden at Albany, suggested to George Pomeroy, a western freight and passenger forwarder, that it would pay to start an Express from Albany to Buffalo. The hint was taken, and Pomeroy made three trips; acting as his own messenger, but never serving again in that capacity. His Express had been relinquished for some time, when Crawford Livingston proposed to Henry Wells that they should join him in resuming the enterprise. Wells consented, and Pomeroy & Co.'s Albany and Buffalo Express was established upon an enduring foundation. Its transportation at that time (1841) was by railroad to Auburn; thence by stage, 25 miles, to Geneva; thence by Auburn and Rochester Railroad to Rochester; thence to Lockport, 60 miles, by stage; thence to Buffalo, 30 miles, by private conveyance; and also from Rochester to Batavia, 34 miles, by Tonawanda Railroad, and thence to Buffalo, 40 miles, by stage. The trip was made once a week, and occupied four nights and three days. It is now accomplished in about eleven hours each way. .

The Mohawk and Hudson Railroad, the Utica and Schenectady Railroad, the Syracuse and Utica Railroad, the Auburn and Syracuse Railroad, all had been in operation about a year. The Rochester and Auburn Railroad and the Tonawanda Railroad were only partially built; the Attica and Buffalo Railroad had not been begun. These seven railways afterwards composed the great New York Central Railroad, from Albany to Buffalo, under the management of that experienced, wise, and famous railroad president, Erastus Corning, the predecessor of the Vanderbilts.



HENRY WELLS

FIRST TREASURER OF THE AMERICAN EXPRESS COMPANY.

Wells served his firm as messenger for about eighteen months, and he told me (1858) that during one year he never missed a trip. In every instance he paid his fare and for extra baggage, like any other passenger: say \$15 from Albany to Buffalo. In 1842 he carried all his valuable parcels in a carpet-bag. In 1843 the trips were made daily, but it was up-hill work, and one large trunk served to hold all his freight. It was a *growing* trunk, however, and increased in inches from time to time, until it provoked from a railroad superintendent, once, the exclamation, that "*of all the wonderful growths which he had seen in the west, none equaled Wells' trunk!*"

The manufacture of all the trunks now used by his company would keep one establishment busy all the while. In 1842 or 1843 the special agent of the U. S. Mail Department made overtures to Pomeroy & Co. to do their business by that medium, but they declined.

Pomeroy & Co. then commenced running a river express, and had for competitors Pullen & Copp. This continued only a few months, when Pullen & Copp gave up the Albany and western business, and took the Troy and northern route, acting as Pomeroy & Co.'s messengers on the river, as it was entirely convenient for them to do so. It was in this service that Copp was robbed of his trunk containing \$64,000 of money and \$500,000 of registered notes not yet signed by the bankers. The history of that remarkable robbery, and the still more singular recovery of it, is one of the most interesting chapters in express experience, and it will be found in a subsequent part of this work.

In the course of a year or two, the style of "Pomeroy & Co." was altered to Livingston, Wells & Pomeroy, and again to Livingston, Wells & Co., when Pomeroy retired from the business.

The second opposition Express on that route was put on in 1843, by Bailey & Howard. It was abandoned after a few weeks' trial. Bailey & Jacobs next put on an Express, but Jacobs getting into some trouble with Her British Majesty's officers of the Customs, in Canada, went away; we don't know where, only that after that trip up, he never made another, and the "line" was discontinued.

The most important fact in Livingston, Wells & Co.'s history in the year prior to the memorable reduction in postage by a law of Congress, was the establishment of their Letter Express between New York and Buffalo. The post-office was then charging 25 cents for a single letter between these places. Livingston, Wells & Co., at the suggestion of Henry Wells, advertised to carry a single letter for six cents, or they would sell twenty stamps for one dollar. This enterprise, in defiance of the Government's assumed prerogative to monopolize the conveyance of letters, caused great excitement in the west. Public meetings were called, and resolutions passed by the merchants and citizens generally, not to send or receive letters by mail to or from any points where expresses run, until there was a reduction in U. S. postage rates. Livingston, Wells & Co.'s Letter Express was, of course, warmly approved and largely patronized by the public, greatly to the chagrin of the postmaster-general.

On the 1st day of April, 1845, the Western Express from Buffalo to Cincinnati, St. Louis, Chicago, and intermediate points, was commenced by Henry Wells, Wm. G. Fargo, and Dan. Dunning, under the style of Wells & Co. There were then no railroad facilities west of Buffalo, and Fargo, who had charge of the business, made use of only steamboats and wagons. Wm. G. Fargo, a native of Onondaga Co., in this State, had been in the employ of the Auburn and Syracuse Railroad for a year or two, when he entered into the service of Livingston, Wells & Co., as messenger, in which capacity he gave great satisfaction, because of his fidelity, energy, good judgment and perseverance under discouragements. He was just the man, Henry Wells thought, to overcome the difficulties in the way of establishing a remunerative express business in that untrodden field west of Buffalo. Nor was he destined to be disappointed. Fargo worked with extraordinary force, industry and tact to accomplish what has proved to have been "his mission," and after some years of persevering effort he succeeded in founding a Western Express upon a permanent basis.

The Letter Express, started by Henry Wells in connection with that of James W. Hale, between New York and Boston,

now extended from Chicago, Ill., to Bangor, Me. The Government used every means to break it up. At Utica, its officers arrested Wells & Co.'s messengers, daily; but in every instance citizens stood ready with bail-bonds filled out and executed, so that they were enabled to go on with their letter bags without losing a trip. At Buffalo and Rochester, the entire letter mail over the express route was sent by Wells & Co. Officers were upon the track at every point, seeking to thwart the enterprise; suits were instituted against it in various parts of the country, and the Government was defeated in every case.

The conveyance of letters at one-quarter the price charged by the Government, was the most profitable part of the express business; and Henry Wells, speaking for himself and several responsible gentlemen who were desirous of co-operating with him in this matter, made a proposal to Major Hobbie, the first assistant postmaster-general, to take the entire mail service of the United States, including the delivery, at the rate of five cents per letter. "*Zounds, sir!*" replied that energetic and invaluable official; "*it would throw 16,000 postmasters out of office!*" That was so; and what would the administration do without its 16,000 postmasters? They constituted too important an element of party strength to be set aside by any postage reform movement. Of course, Wells' proposition was peremptorily rejected; but the very resolute and practical opposition which he, and Hale, and Harnden, and others had initiated against the United States' postage rates, was so generally sustained by the people in all sections of the country, that Congress was compelled to pass a law at its next session, reducing the rates of postage to about one-fourth of what they had been, though not quite so low as at present. Thus the country owes to the men whom we have named, and to the Express Companies, one of the most important reforms that the mercantile world has ever experienced. As soon as it was accomplished, Hale, and Wells & Co., and the rest, relinquished their entirely triumphant competition with the post-office department, and, thanks to the light which their demonstration threw upon the cost of carrying the mails, they have had no occasion to resume it; at least, not in the Atlantic States. In California, before Uncle Sam had any mail routes,

the expresses performed similar service, until at length post roads being established by Government, though very inefficiently, the expressmen were harassed by prosecutions, &c., by the post-office agent, into abandoning it there also. Still, it is a very common thing for people to put the Government stamp on their California letters, to satisfy the law, and then pay an express for the conveyance; and this they do because they have more confidence in the express than they have in the post-office delivery. The simple truth is, that the carrying of letters ought not to be a Government monopoly, but every person should have the privilege of sending his letters by any one who is willing to convey them. If that liberty existed, undoubtedly the most of all the letters, &c., usually mailed, would go by express.

At the time of the postage reform, exchange in Chicago upon New York was from $1\frac{1}{2}$ to 3 per cent.; in Cincinnati it was from 1 to 2 per cent.; in Buffalo, from 1 to $1\frac{1}{2}$ per cent. The establishment of responsible Express Companies immediately reduced the rates of exchange to a little over the mere cost of transporting specie, thus saving millions a year to the commercial community, and obviating the necessity of continuing the United States Bank, which had been the regulator for many years previous.

The firm of Livingston, Wells & Co. was continued until the latter part of 1846. Just prior to that, Henry Wells sold out his interest in the Western Express to Wm. A. Livingston, and that concern assumed the style which it still holds, viz., Livingston & Fargo. Wells then removed to New York, to assist his partner, Crawford Livingston, in the management of Livingston, Wells & Co.'s Express, the business of which, in this city, had very much increased. Wm. A. Livingston acted as their agent in Albany, and has served in that capacity (with a proprietary interest at a later period, we believe,) ever since.

In 1846, or thereabouts, Livingston, Wells & Co. commenced their European Express, and established offices at London and Paris.

About that time a concern called "Henry & Co.'s Express," was started upon the Albany and Buffalo route, paying, like Livingston, Wells & Co., \$100 per day for railroad facili-

ties. If our recollection serves us, this new enterprise was abandoned after the first few trips. The expense was too heavy. Then another opposition was put on by Green & Co., a Baltimore firm, who run it six months, and having sunk sixty thousand dollars, gave it up as a bad job. The fact was, that two harder men to contend with could not have been found than Henry Wells and Crawford Livingston. The former has "made himself," and it requires no praise at our hands to add to his reputation. The latter was known only in the earlier phases of the business, but we have often heard the highest encomiums of his wisdom, ability and enterprise as an Express proprietor.

Crawford Livingston died in 1847, at his father's residence in Livingston, Columbia Co., New York, his native State. Like Harnden's, his disease was consumption (a fell-destroyer of many Expressmen), and he was about the same age at his death, viz., 34 years. It was his last request, that his partner should allow his interest in the Express to continue for the benefit of his widow and children; and with this Henry Wells religiously complied, but the style of the firm was changed to Wells & Co. Its office at that time, and long afterwards, was at 10 Wall street, in a block of buildings then occupied by the principal expresses, but which was removed some years ago to make way for modern improvements.

Wells, himself, was out of health, when, by the premature decease of his excellent partner, all the labor of conducting their constantly enlarging Express operations devolved upon him. Still, he generously continued the Livingston interest for the benefit of the family of the deceased, until 1848, when Mrs. L. voluntarily withdrew it. Shortly afterwards, Johnston Livingston and Edward C. Winslow each purchased a one-third interest in Wells' Express, and the style of Wells & Co. was preserved. Winslow died in January, 1850.

In the fall of that year a formidable opposition Express was started over the New York Central Railroad by Butterfield, Wasson & Co. It was a joint-stock concern, with a capital of \$50,000. John Butterfield, who was at the head of it, was no mean competitor. Like one or more of our railroad presidents, he had been a stage-driver in his younger days, and a

very popular one he was, too. Before long he became a stage-owner, and at length the sole proprietor of all the principal lines in the centre of this State. In 1849, he was engaged in the transportation of freight across the Isthmus of Panama. He was the projector of the Morse Telegraph line between New York and Buffalo, and, after building the line by contract, put it into successful operation. Enlisting others with him, he founded a splendid line of large and commodious steamers on Lake Ontario and the St. Lawrence River. In 1848 or 1849, he projected the joint-stock Express Company before mentioned. Wasson, who was associated with him in this enterprise, had formerly been a stage proprietor, but was then postmaster at Albany.

Early in 1850, negotiations were entered into by Wells & Co., Livingston & Fargo, and Butterfield, Wasson & Co., for the consolidation of the three into one grand line. The result was, that the property and good will of Wells & Co. were put in at a valuation of \$50,000, and those of Livingston & Fargo, at \$50,000; Butterfield, Wasson & Co. put in theirs at \$25,000, and made up the difference in cash. Two firms were then made of the three, viz.: "Wells, Butterfield & Co.," and "Livingston, Fargo & Co.," but comprised in a joint-stock concern, under the style of "The American Express Company." It was stipulated that this arrangement should last ten years. Henry Wells, then absent in Europe, was elected president of the new company, Wm. G. Fargo, of Buffalo, secretary; John Butterfield, of Utica, line superintendent; and Alexander Holland, of Schenectady, treasurer. The latter (a son-in-law of John Butterfield) was appointed New York agent, and the duties of this important, responsible, and laborious office, as well as those of the treasuryship, he has discharged for several years past with excellent judgment and the most exemplary fidelity. It would be hard to find a more unselfish, true and manly person than Alexander Holland. T. B. Marsh was a very useful man in the Buffalo office. James C. Fargo was agent at Chicago, and general superintendent of the northwestern division. The Fargos are pre-eminently an Express family. Charles Fargo, the very popular agent and assistant superintendent at Detroit, in 1860,

was the proprietor of the Lake Superior Express. Chas. S. Higgins, for some years general superintendent of the southwestern division, distinguished himself as an Express manager. Other prominent and invaluable agents were W. B. Peck, at Buffalo; Dr. Arnett, at Suspension Bridge, A. Seymour, at Geneva; Major Doty, at Auburn; L. B. Van Dake, at Rochester, and Benedict, at Troy, N. Y.

In 1852, Henry Wells, Wm. G. Fargo and others, projected Wells, Fargo & Co.'s California Express, of which we shall speak more fully by and by. In that or the following year, Wells, Butterfield & Co. removed the New York office of the American Express to the spacious and convenient store No. 62 Broadway, where they remained until the completion of their edifice in Hudson street.

In the meantime, the bank exchanges performed by the company between St. Louis, Cincinnati, Chicago, Detroit, Buffalo, Albany, New York, and intermediate points, had become in itself an immense business. The parcel and freight Express, also, had increased a hundred fold within ten years.

Early in 1854, another powerful opposition Express suddenly started into existence, and astonished Broadway with its turnout of fine horses and beautiful vermilion-red wagons, with the name in elegant letters on the sides, "United States Express Company." This was not the Express which bears that name at the present day. Its projectors were Charles Backus, Hamilton Spencer, and Henry Dwight, who, with the aid of others, had made it a joint-stock company, with a nominal capital of half a million of dollars. Without making any money themselves, it was in the power of the new association to inflict great injury to the established Express, and this fact led to an amicable and judicious arrangement between the old and the new company, by means of which the latter was merged in the former; its proprietors becoming stockholders in the American Express Company, which created a new stock at that time, July, 1854, and increased its capital to \$750,000. In the month of September, 1855, the American Express Co. were robbed of \$50,000. It belonged to the Government, and was promptly made good by the company. The particulars will be given in another part of this work.

In July, 1858, they removed the bulk of their New York business to their new white marble building, at the corner of Hudson and Jay streets. It is very conveniently situated, being upon a line with the Hudson River Railroad, and from which, by means of a track of their own, the American Express Co. run their express cars right to their office. This site is just 100 feet square, and cost \$100,000. The spacious and superb edifice erected by the company upon it, under the immediate direction of Alexander Holland, assisted by Col. A. M. C. Smith, contains, besides the Express office, a commodious store and several large warerooms. It is now occupied for other business.

January 1, 1860, the company was re-organized, and the capital stock increased to \$1,000,000. Its board of government being as follows:

Henry Wells, president; John Butterfield, vice-president, Wm. G. Fargo, secretary; Johnston Livingston, Alex. Holland, directors.

The superintendent of the eastern or New York division, was Col. Daniel Butterfield; James C. Fargo was general superintendent of the northwestern division; Charles H. Wells, superintendent of the "Cleveland division;" E. W. Sloane, superintendent of the "Indianapolis division;" J. H. Talbot, superintendent of the "Canada division;" R. B. Peckham division superintendent of Wisconsin; Charles Fargo, division superintendent of Michigan and Indiana.

CHAPTER V.

THE NATIONAL EXPRESS COMPANY.—THOMPSON & CO.—D. N. BARNEY.—WELLS, FARGO & CO., AND OTHERS.

THE original projector of the business now done by this excellent company, was J. A. Pullen. He has already been named in this work as one of the earliest and most efficient of Harnden's aids. Before entering that service, he was agent for the New York and Providence steamers J. W. Richmond and Kingston, and used to travel over the route, from Boston, daily. Of good figure and fine address, and enthusiastically absorbed in the execution of the express business intrusted to him by its pioneer, Major Pullen was invaluable as a messenger in 1840, between New York and Boston; in 1841, between New York and Philadelphia; in 1842, between New York, Albany and Troy, *via* the Hudson river steamboats.

In the winter of 1842, or the spring of 1843, Harnden having sold out his Hudson River Express, Pullen & Copp started a like business on that route, from New York to Albany, Troy and Saratoga Springs. At that time, Pomeroy & Co., who had been doing a business between Albany and Buffalo for several months, extended their line to New York.

In 1844 or 1845, by an arrangement between Pullen & Copp and Pomeroy & Co., they ceased their opposition by making a division of their routes—the former taking Troy and north; the latter Albany and west. It led to some reciprocity of service between them, Pullen & Copp taking charge of Pomeroy & Co.'s Express trunk and freight between Albany and New York. (An extraordinary incident which happened to Copp, in that connection, will be related in our budget of Express anecdotes.) Soon afterwards Copp retired from the firm, and Major Pullen took E. L. Stone as a partner, under the style of Pullen & Co.

In 1843, a Mr. Jacobs had started an Express from Albany

to Montreal, and continued it for a year or more. E. H. Virgil, since somewhat prominent as an Express proprietor, acted as his messenger and agent about a year, and then, in company with N. G. Howard, purchased Jacobs' interest. They called it Virgil & Howard's Express. Its route was by packet boats or stage from Albany to Whitehall, and thence by steamers, *via* Lake Champlain and railroad, to Montreal. It connected at Troy and Albany with Pullen & Co.'s. Early in 1844, H. F. Rice bought out Howard's interest, and the firm became Virgil & Rice. This firm, ere long, united with the other, under the style of Pullen, Virgil & Co.'s Express. Their route was from this city, *via* northern New York and Vermont, to the principal cities in Canada. It was not, at that period, a very promising field of operation, and men of less sanguine temperament, resolution and energy, would have abandoned it. Fortunately, E. H. Virgil, upon whom devolved the immediate superintendence of the offices and business details upon the route, was a man of great physical ability united to sagacity, experience and tenacity of purpose. He had a peculiar people to deal with, especially in Canada, where they are slow to enlist in new enterprises. It was only by the most untiring suavity and patient demonstration of the uses and security of the Express, for a long time, that he succeeded at last in establishing it in that region upon the same basis of popular appreciation to which it had so rapidly attained in Massachusetts and New York.

In 1849, the firm consisted of J. A. Pullen, E. H. Virgil, Edward L. Stone, and C. A. Darling.

Upon the opening of the Albany Northern Railroad in 1854, Robert L. Johnson, Wm. A. Livingston, and W. E. Hys established a Northern Express, under the style of Johnson & Co., from Albany to Rutland, Saratoga, &c., with a view of extending it into Canada. This enterprise came into competition with Pullen, Virgil & Co., and after its success had become certain, it was deemed politic by the two concerns to consolidate, especially as both were composed of old and influential Expressmen, who could pull together far more profitably and satisfactorily, than apart.

Accordingly, in the spring of 1855, it became a joint-stock

Express, under the style of the "NATIONAL EXPRESS COMPANY;" capital stock, \$250,000; D. N. Barney, president.

The general manager of the New York terminus was J. A. Pullen; the agent, here, W. P. Janes. E. H. Virgil, of Troy, was superintendent of the routes.

D. N. Barney had not been educated by experience as an Expressman, but as a banker. It is true, that he was president of the joint-stock Express known as Wells, Fargo & Co., but it was rather because of his large experience and position as a banker and capitalist, that he became the head of two or three of those companies, whose history we now have under consideration. The Express proprietary interests, grown to joint-stock corporations, had assumed a financial phase not at all comprehended in Express routine, and it was well, perhaps, to bring to their aid, under these circumstances, a kind of talent and ability never before demanded by the exigences of the business.

This Express now had contracts for the best facilities which could be afforded by the Hudson River Railroad; the Troy and Boston Railroad; the Saratoga and Whitehall Railroad; Rutland and Washington, Western Vermont Railroads; Rutland and Burlington Railroad, and Champlain and St. Lawrence Railroad.

In the winter, they made use of stages from Burlington, Vt., to Keeseville, N. Y.; in the spring, summer and fall, the steamers, and the Plattsburgh and Montreal Railroad, *via* Rouse's Point.

In Canada, the operations of the National Express Company were very important. Not the least part of their service was the attention which they gave to the Custom House business.

THOMPSON & Co.'s (Boston) WESTERN EXPRESS.—This Express was commenced in 1841, by William F. Harnden. Its route was from Boston to Albany, *via* Springfield, Mass. Henry Wells was its original agent in Albany, James M. Thompson, its agent at Springfield (1842), had been a clerk in the Boston office. These facts, with the more pertinent one, that in 1844 Harnden & Co. sold this western Express to J.

M. Thompson, we have already related in our history of Harnden's enterprise. The new proprietor was shrewd, systematic and persevering, regular in his habits and very gentlemanly, though rather reserved in his address. His social position has always been superior, and his word has been considered as good as his bond. The good effect of his management of the Boston, Springfield and Albany Express became manifest almost immediately. Order, promptness, fidelity, and a spirit of accommodation characterized all his offices. At the outset he had no partner, nevertheless his Express made use of the style of "Thompson & Co." as at present.

E. Lamb Stone, Thompson's earliest agent in Albany, was succeeded, in the autumn of 1844, by Robert L. Johnson, then only 17 years of age. This smart, enterprising, and faithful young man—since so successful in this kind of business—had been for a year or two a clerk for Pomeroy & Co.'s Express (a daily line to New York, and *semi-monthly* to Buffalo); and when, in May, 1845, Thompson & Co. and Pomeroy & Co. occupied the same premises in Albany, he acted as agent for both.

In 1844, J. M. Thompson started an Express by stage and boat from Springfield to Hartford, and by stage from Springfield to Northampton, Greenfield, and Brattleboro', Vt. When the railroads were completed, these Expresses were conveyed upon them, and long continued in successful operation.

In 1846, William N. Melcher, formerly of Harnden & Co.'s Express, became a clerk for Thompson in the Boston office, at No. 8 Court street. There never was a more quiet, yet careful and efficient agent than Melcher. Some years later he became a partner with his employer.

In 1847, R. L. Johnson, the Albany agent, started an Express between Albany and Troy, over the Troy and Greenbush Railroad; running as his own messenger, and making the bank exchanges between the two cities the main part of his business. He continued in this service until the spring of 1853, when he had the good fortune to be taken into the copartnership of Thompson & Co. We say good fortune, because that Express was doing a very remunerative business, and it has been materially augmented since that time, by reason of judi-

cious management, superior agents, and the growing prosperity of the communities which it serves.

Thompson & Co. connected with the Adams Express Co. at Worcester and Springfield, where they had large and commodious offices; at Albany, with the American Express Co.; and at Boston with the eastern Expresses. The excellent agent in Worcester, J. H. Osgood, had the supervision of the general express agency in that flourishing interior city, and acted equally for the Adams Express Co., Thompson & Co., and Fiske & Co.

Thompson resided in Springfield, and the business there was under his immediate supervision. When he first began the business there, he occupied a space of only 15 feet by 7 feet, in the lobby of the post-office, and did all the work himself. Later he built a commodious office, 65 feet by 50 feet, and gave employment to 13 men and 4 horses, at that point. It was our purpose to say something in this connection, in reference to the remarkable growth of Springfield since the origin of the Express; but want of space will not admit of it. We will venture to say, however, that not one of its numerous important business establishments has contributed more to its prosperity than the liberal, enterprising, and public-spirited James M. Thompson.

Thompson & Co. had offices also in Boston, Albany, Palmer, Westfield, Springfield, North Adams, Chicopee, Holyoke, Northampton, Greenfield, Keene, N. H., Brattleboro' and Bel-
lows Falls.

THE EASTERN EXPRESS COMPANY was founded in May, 1857, with a capital of \$100,000. It was a Boston joint-stock concern—a consolidation of the Express enterprises of Carpenter & Co., Winslow & Co., and Hodgman, Carr & Co. Carpenter & Co. were for about ten years in the Express business between Boston and the towns on the Kennebec river. Winslow & Co. (J. R. Hall, Boston manager) succeeded in 1850, or not long afterwards, to a business between Boston, Portland and Waterville, Me., once operated by Longley & Co. F. W. Carr had been in the Maine Express line. Some years ago he became a partner with Hodgman & Co., and the style was

changed to Hodgman, Carr & Co. Their Express business was between Boston and the towns on the Penobscot river, and he the best Carr on the road.

John R. Hall, the superintendent of the Eastern Express Company, had been an expressman ever since the days of Harn-den's Original Express. The associate managers and proprietors were J. R. Hall and F. W. Carr, Boston; J. N. Winslow, Portland; C. S. Carpenter, Augusta; and F. H. Hodgman, Bangor. Upon their different routes they had about 570 miles of steam-boating, and 380 miles of railroad travel, and employed upwards of eighty agents and messengers, and from fifteen to twenty drivers.

Mr. Tucker, in their Boston office, had been an express clerk for many years.

During the forty-two years since the origin of the express business, wonderful changes have taken place in New England.

Before taking a final leave of the subject of the transportation business during the latter days of the stage-coach lines, and while the earlier railroads were only in embryo, I will quote two or three facts, for the accuracy of which I have the authority of the *Boston Daily Advertiser*:

"In 1827, when careful inquiries for ascertaining the amount of travel and transportation were made on the Providence and Western routes, preparatory to a determination of the question of the practicability of maintaining railroads, it was reported that the number of passengers conveyed in that year between Boston and Providence, by the commercial and citizens' daily line of stage-coaches, was 24,100; and that in the same year 1,706 tons of merchandise were transported between the two cities in baggage wagons, and 3,400 tons in sea vessels passing round Cape Cod, a distance of 210 miles—the distance by the turnpike road being but 42 miles. Subsequently to the date of the opening of the Providence Railroad, the travel and transportation on the line were a good deal increased beyond the above amounts. Much of the journeying throughout the commonwealth was performed at that period in private carriages, instead of stage-coaches, and a great part of the transportation of merchandise was done by teams specially employed for each job. The only inland navigation in the State was that of the Middlesex Canal, on which was a packet boat, which left Charlestown for Chelmsford every Tuesday, Thursday and Saturday, and returned on Mondays, Wednesdays and Fridays; and at certain seasons considerable boating of heavy merchandise on the Connecticut river."

WELLS, FARGO & Co.—The very extensive California Express establishment, now so well known throughout the civilized world as Wells, Fargo & Co., was commenced in New York in the spring of 1852, by Henry Wells, W. G. Fargo, Johnston Livingston, A. Reynolds, and E. B. Morgan. It was a joint-stock company; capital \$300,000, subsequently increased from time to time to \$600,000. Its original managers were E. B. Morgan, of Aurora, N. Y., president; James McKay, secretary; Johnston Livingston, treasurer. The other directors were A. Reynolds, Wm. G. Fargo, Henry Wells, and E. P. Williams. Several of these gentlemen were prominent managers of the American Express Company, and the numerous offices of the latter Express were made use of to facilitate the business of Wells, Fargo & Co.—a very great advantage, and calculated to place the new California Express upon the footing of a long-established concern. Wells, Fargo & Co. began by reducing the price of express freight from this port to San Francisco, from sixty cents to forty cents per pound, and their competitors (who had been paid in 1849 and 1850, as high as seventy-five cents per pound) were compelled to do the same.

The managers of the new company being energetic men, well known in New York for their responsibility, and familiar with “all the ropes,” soon succeeded in obtaining a large patronage in the city. Add to this what was sent in from the American Express offices in the west, and the reader will readily conceive that Wells, Fargo & Co. made a very prosperous beginning. About that time Adams & Co. removed to their present quarters, and Wells, Fargo & Co. located themselves in the old express premises, No. 16 Wall street. J. McKay was the agent there; S. P. Carter and R. W. Washburn were the San Francisco agents. The latter gentleman, formerly a bank cashier in Syracuse, N. Y., now has charge of the exchange department of the company in San Francisco. Wells, Fargo & Co. remained in Wall street several years, and then removed to No. 82 Broadway.

The original board of direction was succeeded by the following, viz.: D. N. Barney, president; T. M. Janes, treasurer; D. N. Barney, W. G. Fargo, Henry Wells, E. P. Williams, J. Livingston, Benj. P. Cheney, N. H. Stockwell, T. M. Janes,

and James McKay, directors. Louis McLane, Jr., was appointed to the responsible post of agent in San Francisco. Up to that time Wells, Fargo & Co. had not owned any lines in the interior of California; but for the sake of greater security in the receipt and delivery of valuable parcels in places beyond San Francisco, they adopted the policy of buying out the local Expresses in California, or establishing new lines, which they gave in charge of their own agents.

Wells, Fargo & Co.'s Express lines within the limits of California have become very numerous, and radiate throughout the State. Under the supervision of Louis McLane, Jr., the experienced and judicious general agent, and the immediate management of Samuel Knight, the worthy and efficient superintendent of the Express department, these interior Expresses were admirably operated and rendered profitable. They were so many channels for the streams of gold dust which poured into the company's coffers at San Francisco, and thence, in half-million shipments, twice a month, were consigned to the house in New York. The company had quite a number of express offices in Oregon and on the south coast; also, an Express to Frazer River.

Among the most useful and highly valued of the many employees who have distinguished themselves by their fidelity to Wells, Fargo & Co., in California, besides those already mentioned, are G. W. Bell, superintendent of the Express package department, J. J. Kelly, Henry Norton, A. B. McNiel, W. H. Simmons, J. M. Vansyckle, T. B. Anthony, and Edw. W. Tracy, travelling agent. The latter gentleman, for several years the very popular and efficient agent of Adams & Co., at Shasta, has two brothers, also in Wells, Fargo & Co.'s employ, viz., Theodore F. and Felix Tracy.

Wm. H. Harnden, a son of The Original Expressman, was in the San Francisco office. "*Old Block*" (Delano), whose thrilling sketches of California life, from 1849 to 1854, rendered him a prodigious favorite throughout the "diggings," after having served Wells, Fargo & Co. for a long time as messenger, and afterwards as a local agent, at length retired from the business, and settled down at Grass Valley, where, in 1858, he was still residing.

During three or four years past, Wells, Fargo & Co. have had offices of their own in the principal Atlantic cities, entirely independent of other Express companies. August 2, 1858, they made a semi-annual dividend of five per cent., and the annual exhibit of their treasurer showed the amount of gold transported by this company over the various lines within the State of California, during the year ending December 31, 1857, to have exceeded fifty-nine millions eight hundred and eighty-four thousand dollars. Their ocean transportation of the precious metal must have been about nine millions of dollars.

The New York office of this immense business was remarkable for the thoroughness of its details and the superiority of its management. The same, we are told, may be said with truth of the San Francisco office.

CHAPTER VI.

THE UNITED STATES EXPRESS COMPANY.—THE N. Y. & ERIE EXPERIMENT.—HOWARD'S.—LEONARD.—BEN CHENEY.—FISKE & CO.—THE STUDLEY BAGGAGE EXPRESS SYSTEM.—CLOSE OF THE FIRST TWENTY-ONE YEARS' HISTORY.

THE present company bearing this name (another, it will be remembered, had been previously merged in the American Express Company), was organized in 1854, with the view of doing a western business over the N. Y. & Erie Railroad. Its capital stock was \$500,000.—D. N. Barney, president; H. Kip, superintendent, and Theo. B. Marsh, treasurer. This Express had about 200 agencies, and many employees worthy of particular mention for their fidelity and untiring service. Its field of operations includes the most remote settlements in the western country. T. B. Marsh, its New York agent for several years, to the entire satisfaction of the directors and the public, was, for some time previously, one of the most valuable men in the American Express business. H. Kip, the superintendent, resides at Buffalo, where he has an enviable reputation as an Express manager. He has been in the business since 1846, being about that time a pioneer expressman in the Western Express of Livingston & Fargo.

Under his lead the company has come into line with the pioneer institutions.

The N. Y. & Erie Railroad Company, in 1854 or 1855, decided to do the Express business on their route themselves, and did so accordingly, making H. D. Rice (since deceased) its superintendent. The experiment, however, as might have been expected by any one entirely familiar with the details of Express business, was not destined to be successful, although managed during the last year or two by a very able man, to the best of his ability. The liability of their Express to make good any loss of money parcels intrusted to it for conveyance, became a cause of serious concern to many of the N. Y. & Erie Railroad stockholders, and, finally, the directors deter-

mined to give it up and stick to their legitimate business. Accordingly, on the first of August, 1858, their Express was transferred to the United States Express Company. An experienced expressman, C. A. De Witt, was superintendent of the Erie Railroad division.

HOWARD & Co.'s EXPRESS, PHILADELPHIA.—We have before referred to N. G. Howard, as the agent of Harnden & Co., at Albany, N. Y., in the summer of 1842. In the following year he became associated with E. C. Bailey, a very worthy and enterprising young man from Boston, under the style of Bailey & Howard. Bailey had a warm personal friend in Nat. Greene, who was then in the firm of Harnden & Co. Owing to his variance with Henry Wells, in 1843, to which allusion has already been made in our history of him, Harnden was desirous of "connecting," at Albany, with some other Express than Pomeroy & Co.'s; and it was at his instigation that Bailey & Howard attempted to establish an Express line to Buffalo in competition with that successful concern. Bailey & Howard soon dissolved their copartnership, and Bailey returned to the Boston post-office, where, a few years later, he became postmaster; and so continued, to the entire satisfaction of the merchants and citizens, until he resigned in 1857, to make room for Nahum Capen. He became editor and proprietor of a penny newspaper of large circulation and influence, *The Boston Daily Herald*, and made it a very valuable property; proving that he was a better newspaper king than he was an expressman.

Shortly after abandoning his Albany and Buffalo enterprise, Howard joined E. H. Virgil in running an Express between Albany and Montreal; but this, too, was up hill work, and having, in the spring of 1844, a good offer from Harnden, he went to Philadelphia and took charge of Harnden & Co.'s Express in that city.

The Pottsville and Reading Express, *via* Philadelphia and Reading Railroad, was commenced by Livingston, Howard & Co. shortly after this. A few years after, E. W. Earl, of Reading, Pa., purchased an interest, and the firm became Howard, Earl & Co. The business was under the immediate

superintendence of one of the partners at each principal place; Howard at Philadelphia, Earl at Reading, and R. F. Weaver at Pottsville.

In January, 1854, Earl disposed of his interest to the remaining partners, and the firm became Howard & Co. In November, 1854, the Catawissa, Williamsport and Erie, and the Williamsport and Elmira Railroads formed a connection with the Philadelphia and Reading Railroad at Port Clinton, and Howard & Co.'s Express ran through to Elmira, N. Y., daily, there forming a connection with the American Express Company, and opening a new and more direct route from Philadelphia to the northwestern States.

Howard and Co.'s Easton Express was commenced on the completion of the Belvidere and Delaware Railroad to Lambertville, N. J., and thence by wagons to Easton, a distance of 36 miles. The railroad being gradually opened, the distance for wagoning was lessened, until, in the latter part of the year 1853, the Belvidere and Delaware Railroad was completed to Phillipsburg (opposite Easton). The Express was then run to Easton entirely by railroad. The firm was represented by N. G. Howard and A. L. Randall at Philadelphia, and John Smylie, Jr., at Easton. At this time the Lehigh Valley Railroad was being constructed, and Howard & Co. placed their teams on the route from Easton to Mauch Chunk. In 1855, the Lehigh Valley Railroad being completed, the Express was run through from Philadelphia to Mauch Chunk by railroad.

Howard died of consumption in 1859, and F. Lovejoy became superintendent.

THE HOWARD EXPRESS COMPANY (P. Janney, Phila., agent) is another institution, having its headquarters in the same office in Philadelphia with the Harnden and Howard & Co., where Geo. R. Dunn was general agent of all three. F. A. Phillips was chief clerk.

EDWARDS, SANFORD & Co.'s EUROPEAN EXPRESS, favorably known for a few years prior to 1855, became in that year, by a union with Livingston, Wells & Co., "the American-European," under the management of H. S. Lansing. Subse-

quently the style was changed to H. S. Lansing & Co., and still later to Baldwin & Son, in whose hands it remains.

W. WILLIAMS & Co.'s EUROPEAN EXPRESS was established in 1854. His agent in Boston was W. H. Pillow, an active and reliable business man, like Williams, a native of England. He was also engaged in the custom-house brokerage business, being one of the firm of John K. Stimson & Co., in that city.

THE GLOBE EXPRESS, at 28 Broad street, corner of Exchange place, was established by L. W. Morris, on the 1st of May, 1859, as a transatlantic line. It carries to all parts of Europe, and to foreign countries generally. Morris, the proprietor, has long been in the shipping and forwarding business, both in Europe and in this country. His office is now on Broadway, and the business is large, including a passenger and exchange department.

The European agents do not only forward parcels and Express packages, but are, at the same time, shipping agents of merchandise, at current rates, to this country, by either steamer or sailing vessel, according to instructions. Upon arrival, the packages are cleared at the New York custom-house by the Globe Express, and forwarded to destination, for ordinary commissions only.

In 1858, there was a concern known as JONES' NEW ORLEANS AND TEXAS EXPRESS, owned and conducted by Starr S. Jones. He dispatched his freight once or twice a week from New Orleans to Galveston, per steamship, and forwarded packages for the interior by steamboats and the most available conveyances.

There were in New England numerous small individual expresses, some of them of many years' standing and very useful. There are some of more note, which we will very briefly mention.

THE EARLE EXPRESS COMPANY, at Boston and Providence, R. I., was a consolidation of several long-established local concerns. B. D. & L. B. Earle, pioneers of the Express business

in Rhode Island, were formerly bank messengers, and went over the route daily in that capacity, from the time that the Boston & Providence Railroad was opened (1835), until they started what they called Earle's Express. It was a prompt, responsible and reliable concern. The company included in their line of operations, also, a line between Providence, Warren and Bristol, R. I.; and another between Providence, Stonington and New London, Conn.

OSGOOD'S EXPRESS operated efficiently on the route between Providence and Worcester, Mass., where J. H. Osgood, a very capable and experienced general express agent, was its manager.

HATCH, GRAY & Co.'s EXPRESS, from Boston to New Bedford and Martha's Vineyard, was commenced in 1840, by that energetic and wide-awake local celebrity, Col. A. D. Hatch, of New Bedford. The terminus of his route at that time was Nantucket. The New Bedford and Taunton Branch Railroad had just been put into operation. The stage-drivers whom it deprived of business, obtained situations upon the railroad as conductors and brakemen. The lines of stages thus broken up were owned by Elias Sampson & Co. and Jesse Smith. Sampson soon added his strength to Hatch's, and (in 1843, we think it was) the firm became Hatch & Co.

FISKE & Co.'s EXPRESS had its headquarters in the Railroad Exchange Building, which forms upon Court square, the rear of the admirable Museum edifice owned by David and Moses Kimball. The premises were originally leased by Benjamin F. Cheney, of Cheney & Co.'s Express, for the accommodation of his own and numerous local Expresses, and under his judicious management it became a sort of Express arcade.

The founder of Fiske & Co.'s business was L. Bigelow, who had a contract for express facilities upon the Boston and Fitchburg, Mass., Railroad, and Worcester and Nashua Railroad, as early as July, 1848, and this was continued until March 1st, 1851, when Bigelow having sold out to them, Fiske & Rice obtained the same privileges. This was continued until November 30th, 1854, when, from the date of a new contract with

the Worcester and Nashua Railroad, we find that the firm had been changed to Fiske & Co. Bigelow's main route was from Boston to Burlington, Vt., and Montreal. When he commenced, the Worcester and Nashua Railroad was open only from Groton Junction to Clinton, Mass. December 18th, 1848, it was opened for travel the entire distance from Worcester to Nashua; connecting, at different points upon the route, with the Boston and Fitchburg Railroad, and the Stony-Brook Railroad. No better built railway was to be found in America, and the world could not show an avenue having a more picturesque and charming series of landscapes to pass through. Old travelers upon this route, before railways had been projected, will remember that its beautiful scenery well repaid the labor of a long coach ride. The numerous everlasting hills which Genery Twichell and John C. Stiles tried, and not in vain, to make easy with their fine teams and stages, and entertaining talk, are now circumvented of all their difficulties by the Worcester and Nashua Railroad. The gratified traveler, skimming along at the rate of 25 or 30 miles an hour, sees only the agreeable side of them, with the verdant meadows at their feet, intersected by babbling brooks and still rivers.

The original Worcester Expressman was S. S. Leonard. He started it as long ago as 1840; passing, as his own messenger, over the Boston and Worcester Railroad twice a day. Fuller, a conductor upon the Worcester and Norwich Railroad (we learn from Albert Roath, one of the best conductors ever upon that route), did a kind of Express service about the same time, between the two latter cities. Fuller's Express is now well known.

Benjamin P. Cheney, since famous in the east as an Express pioneer and proprietor, was formerly a stage-driver. Cheney & Co.'s Express lines were very useful in Massachusetts, New Hampshire and Vermont; as those of the Hope Express were in New Jersey, Delaware and Pennsylvania.

Pullen & Co.'s Harlem Railroad Express, No. 2 Tryon Row, was originated by E. T. Dudley in 1850. In 1858, after passing through divers hands, it became the property of Pullen & Co. It was ably conducted by Fred. T. Pullen, a son of the veteran Major J. A. Pullen. The line was upwards of 130

miles in extent, and includes about seventy places of delivery *en route*.

Brees & Co.'s line, founded by Bailey Brees, in 1855, and conducted by his son, Stephen B. Brees, extended from New York city to Hackettstown, N. J., over the Morris & Essex Railroad, and by the Sussex Railroad to Newtown, N. J.

The Baggage Express business was originated by Arnoux, a tailor. WARREN STUDLEY, in 1852, made it quite an institution for the accommodation of the passengers of the New York and New Haven Railroad. He had many elegant wagons. Now, every large city in this country has its baggage expresses. The charge for the transportation of baggage between the railroad depots and hotels, or other residences in the corporation limits, was 25 cents per package. Later, the prices advanced. The Baggage Express has a contract for exclusive privileges on the railroad with which it connects, and on every train has a messenger, who applies to each passenger just before the cars reach their destination, and receives his checks and orders as to the delivery of his trunks, &c. The customer then has no further care in the matter, but as soon as he arrives may proceed directly to his residence or hotel, with the assurance that his baggage will follow him in quick time and good order. By this means the hackney-coach nuisance is almost entirely abated, and we rarely hear now of impositions by drivers upon passengers.

THE MANHATTAN EXPRESS COMPANY (Westcott, Dodd & Co., proprietors), had its main office at No. 168 Broadway, but was in fact almost ubiquitous on this great little island of Manhattan, as well as in the neighboring cities, which its numerous handsome green wagons, lettered in gold and drawn by some of the best horses in the world, were constantly traversing, for the delivery and collection of baggage and other packages.

This company, so extensive and invaluable in its metropolitan operations, had its origin in the smallest possible beginning. It was commenced in 1851 by Robert F. Westcott, with a single horse and wagon. In 1855, A. S. Dodd, at that time connected with the National Express Company, and

principal manager of the New Jersey Express Company, became associated with him in his city express business, at which time Westcott had largely increased his operations. He foresaw that a grand business might be made, with the aid of judicious headwork and more capital, and was fortunate in securing both. It was known for a time as the Westcott Express, but on account of a consolidation and new organization, it assumed in 1858, the style of "The Manhattan Express Company." Subsequently the consolidation was broken up, and Westcott and Dodd each organized an Express on his separate account, "The Westcott Express Co." and "The New York Transfer Co."

Both of these Expresses perform, in addition to their ordinary Express routine, a very large business in the transportation of baggage for passengers upon the railroads above-named, carrying not far from 600,000 trunks during the year. In this city, it delivers at any place desired below Central Park. We regard it as altogether the most extensive enterprise of the kind ever attempted in America; and for system and efficiency, it is not excelled even by the best parcel delivery company in London.

PART II.

HISTORY OF THE EXPRESS BUSINESS,

FROM 1860 TO 1880.

CHAPTER I.

THE AMERICAN AND OTHER EXPRESSES IN NEW ENGLAND.

BEGINNING my narrative of the condition and progress of the Express Business during the last twenty years, at the remote eastern verge of these United States, I shall aim to pass before the view of the patient reader all of the Express "divisions," or fields of operation, from Maine to Mexico, like a panorama; availing myself (as showmen of such paintings do), of the privilege of commenting, *currente calamo*, about matters pertaining, directly or indirectly, to the topic in hand.

In the earliest period of the service, forty-one years ago (1839), the extreme eastern starting point was the cradle of the Express—Boston; and all that there was of it was in the hands of its putative father, William F. Harnden, as has been already fully stated. Burke & Co., his competitors in 1840, began on the same stamping ground; but Burke soon dropped out, leaving the work to his more active and capable partner, Alvin Adams.

Maine, New Hampshire, and Vermont were without an Express. Only the termini, and the chief intermediate towns of the lines of travel, partly rail and partly water, between Boston and New York city, enjoyed Express facilities at that time. Beyond those two routes, there was not an Express anywhere in the world. The European imitation was a thing of much later date, and never much resembled it either in system or usefulness.

Some two or three drivers of mail stages at that period did claim, long afterwards, that they were the original expressmen

in Maine, New Hampshire, and Vermont; but the comparison between their service and the Express was rather far-fetched.

The drivers of stages and wagons, both on long routes and on short routes, were the errand men of the period. Indeed, it must be admitted that their relation to the coming perfect express service was stronger than that, for they did carry parcels and freight, in a small way.

I remember, when a boy, just in my teens, my good father (of blessed memory) declining to pay my stage-fare for a second excursion in the same summer, from Boston to Hopkinton, Massachusetts, a distance of about thirty miles. I contracted with the driver of a wagon to allow me to ride to that very desirable rural retreat on the top of his load. And a very miscellaneous load it was. Upon a foundation consisting of a hogshead of molasses, two or three barrels of sugar, and a case or two of dry-goods, was a most heterogeneous superstructure of things wanted by country households and village artisans. Atop of all these my kind Jehu (who walked much of the way) spread a buffalo-robe, and, as I lay on it, covered me with his heavy overcoat—thus rendering it about as much like a Wagner or Pullman sleeping-car as his business was like the present complete Express service.

The shades of night had fallen already when he left Boston, and the stars were out I knew, though the canvas top of the large wagon obstructed my view of them. In my then adolescent period this was no appreciable loss. Sleepy heads are not apt to care much about the stars; and the monotonous motion of my "Pullman" seemed to have transferred a portion of the load to my eyelids. Occasionally I would be half-conscious that Hardy was stopping his horses in their swift walk or jogging trot, and delivering some package from the end of the bulky wagon, here and there, in towns and villages on the line of his semi-weekly trips; but the most of his load still remained intact, when, with a shake of my sleepy shoulder, and in a gruff, yet kindly tone, he announced our arrival at Uncle Sam's, my destination.

That nocturnal journey, memorable in the estimation of the boy, is still a favorite recollection of the old man. It was my earliest practical knowledge of the duties of a common carrier.

Originally, the Express work of Harnden, Adams, Wells, Pomeroy, and Fargo, had much in it that was just as petty and accomodating; and, occasionally, they, too, had a child to tote.

Probably the Southern Express, twenty years later, had had a thousand such temporary "wards," only somewhat more highly colored than Hardy's and a trifle less their own masters.

The old errand business of the mail-stage drivers was never undervalued by Henry Wells, the founder of the American Express. He had foreseen that the death of it, through the abandonment of the rural stage routes, consequent upon the creation and growth of the railway system, would be really a great public loss, unless it should be replaced, or become, in some shape or other, an adjunct of the service initiated by Harnden and Adams.

He and his business associates, Pomeroy, Crawford, Livingston, and William G. Fargo, cultivated that petty yet important public accommodation, in New York State, more than their compeers on the various routes between Boston and Washington, D. C.

In the immense growth of their still more important department, the Express people suffered that convenience to fall into disuse, but it is now revived under the name of the Purchasing and Commission department.

THE AMERICAN EXPRESS COMPANY IN MAINE.—Nowhere more than in Maine have the errands of the mercantile communities, and the people generally, from the governor down to the old woman "with her knitting," been more carefully executed than by her expressmen. Boston is certainly peculiar in the multitude of her Express errand men, independent of all organization, and each running on his own hook (or with a single partner or two) upon the mission of the people, and serving them right well in all quarters of New England.

Twenty years ago, a number of the best of these independent concerns united, making two or three regularly organized companies, each having a stated capital. One of these was called "The Eastern Express Company," and operated almost

exclusively in the State of Maine. Its Boston office was in Court square; still a popular locality for local expressmen.

This enterprise (mentioned in the preceding portion of this Express History) was founded by Hodgman, Carr & Co., John R. Hall, Carpenter, Winslow, and others. They were already well known as faithful carriers, and became still more efficient under the new regime, especially in the manufacturing towns known as the cities of Bangor, Portland, Lewiston, Saco, St. John, Halifax, and Machias. As fast as new railway lines were opened, the Eastern Express Company improved them by extending over them its useful service.

In 1879 its organization was as follows: John R. Hall, president; F. H. Hodgman, treasurer; F. W. Carr, superintendent; H. S. Osgood, general agent. There was not one "figurehead" among them. Every one of them was a veteran, yet active and wide-awake for business. Of course, their operations were limited, and small in comparison with that of any of the New York companies. Had they owned a route extending west of Massachusetts, they could have made their Maine business much more remunerative. They were conscientious, and careful as well as practical men, and it would appear that they deserved to be rich in their old age, for never men worked harder. As it is, I presume they could retire with a competency, the title, personal property, and business of the "Eastern" being worth a round sum.

The *Boston Daily Journal*, of the 2d of October, 1879, contained the following announcement:

"Negotiations which have been in progress for some little time past, in regard to the transfer to the American Express Company of the entire business of the Eastern Express Company, were concluded on Wednesday, and from that date the former company takes control of all the routes east hitherto operated by the latter company. For the present the offices of the two companies in this city will be kept open as usual, but as the American Company can make provision to take charge of the office business of the Eastern Company, it will be absorbed. It is expected that by the end of the year it will be possible to dispense with one of the Boston offices. The sale is a matter of more than usual interest to the public, as it results in the formation of a consolidated Express line from the extreme east to the extreme west, doing away with transfers of responsibility in the carrying of packages between such points as Bangor, Me., and St. Louis,

Mo. Another advantage may be a reduction of rates in the long routes which will now be under the control of the American Express Company. The terms of the sale are not made known, but rumor places the consideration at between \$400,000 and \$500,000."

In accordance with the foregoing notice the Eastern Express became and still is the property of the American Express Company.

The fine salmon of the Kennebec river were formerly a considerable commodity, but even as long ago as the outset of Harnden's business (1839) this beautiful species of river fish had become quite scarce, and small shipments being common, were intrusted to the Express for more rapid and careful transportation; as the brook trout of New Hampshire often are at the present period.

At length Maine had to yield the palm to Oregon and California for salmon fisheries. When our run with the reader across the continent, in our extended review of all express lines, shall have brought us to the Pacific coast, we hope to take a look at the salmon trade there, and what Wells, Fargo & Co. are doing for it.

THE INTERCOLONIAL EXPRESS Co., in New Brunswick, still further east, is very thorough and useful in its own localities, under the supervision of S. Chadwick.

A visit to Maine in 1842, and some observation of her resources as indicated in some of her chief towns, inspired me with a much higher appreciation of her future than I had previously entertained. As a matter of course, her immense supplies of timber, her wealth of lumber, and her innumerable ever-busy saw-mills, were most prominent and lucrative, but I regarded her abundant water-power (so manifest in her rapid rivers, the Kennebec, Penobscot, and Androscoggin) with admiration, not unalloyed with regret, as I considered how much of it was wasted, in the absence of capital with which to erect and operate cotton and woolen factories, &c., on their banks.

Of such industrial enterprises Saco and Machias, and possibly Calais and Rockland, had their share; and Lewiston was rejoicing in a woolen factory, just opened, or already operating; but out of these places, as near as I could ascertain, there was comparatively little manufacturing in the timber State.

Maine has not developed her resources as rapidly as some

of her younger sisters, but in the aggregate her improvement is remarkable, and is an honor to her manufacturers and mechanics.

Both at the outset, and during the continuance of the war for the perpetuity of the Union, the timber State yielded her full quota of men, ambitious to defend the old flag. The Maine regiments were remarkable for their tall men ; the average being much above the standard ; but they were killed off just as easy, by the enemy and disease, as the smaller recruits. I saw some of the noble fellows at Morris Island and in the Beaufort hospital, which I was in the custom of visiting, being the bearer of some creature comforts (and, I hope, of some consolation and encouragement) to our sick and wounded. At that time, John K. Stimson had the supervision of the several agencies of the Adams Express Company in the military department of the south, but limited to Hilton Head and Beaufort, S. C., and Morris and Folly Islands, and, as I was with him, I had a good opportunity to see how the Maine boys bore themselves. Certainly I was proud of them ; but if there is one thing that can wilt the manhood out of a brave soldier more than anything else, it is the bowel disease, which was most common to Maine men in the south, at that time. The Express bore to them from their distant homes about the only comforts which they received.

There were New York, Massachusetts, Pennsylvania, and Ohio regiments, but it seemed to me, that, in that disastrous war, Maine was the greatest sufferer in the loss of her brave Titans.

Boston being only the "hub" of the common wheel, the space *expressly* occupied by her is comparatively small in area ; but her outlying suburbs, which may be reckoned as including a circuit of 40 miles of country, as thickly settled as the like circuit about New York city, yield her an immense deal of express operation and remunerative patronage ; no inconsiderable share of which accrues to the American, at that point in charge of superintendent Eggleston ; though the most of it is done by some 300 or more local expressmen, with as many different proprietary interests, and pools of earnings. These busy bees do a large transfer business, of course, with the regular incor-

porated Express companies; an important percentage of their parcels and freight being consigned to other sections of the country.

On the other hand, the great Expresses reciprocate by giving to these 300 or more small Expresses the work of distributing, through their respective local lines, innumerable packages which come daily over the long routes for delivery in the suburban localities and small towns which the lines of the companies do not touch. (The local Express, upon receiving such packages, pays to the company the amount of charges which have accrued upon them, and is reimbursed by the consignees on delivery at destination.)

The population served by all these Expresses within the limited circuit just named, cannot be less, by actual count, than 1,400,000.

The American Express Company's business is, nearly all, to and from the west. Its territory in New England was, until its purchase of the Eastern Express Co.'s property and routes (and in a Canada company), very limited.

Having only about 500 miles of railroad east of the Hudson river, its local operation in Boston and the tributary country, between Long Island Sound and the eastern coast, was inconsiderable.

"The Boston and Albany" was, until recently, the only one of the many New England railways used by the American. The messengers upon it are under the direction of Superintendent Dwight, whose headquarters are at Springfield, Mass., a great manufacturing center, being itself a notable place for skilled workmanship; with numerous towns between it and Massachusetts bay, where the humming wheels of factories of all sorts have been incessantly busy during the past two years.

Superintendent J. Eggleston has been with the American Express Company 14 or 15 years, one of which, at the start, was as assistant cashier in the Milwaukee office; the second at Green Bay, Wis., as clerk and agent; two more in Quincy, Ill., as route agent; one in Kansas City, for American and Wells, Fargo & Co.; one in Quincy as superintendent of the Missouri division: three years in Chicago as superintendent of the Illinois

division; and four in Boston as superintendent of the New England division. A better posted, more gentlemanly, or more valued expressman it would be hard to find.

Homer Ashley, the Boston agent of the American, is a very quiet gentleman, always at his post, and faithful to his office, which he has acceptably occupied for some years. He has three or four useful clerks, and as many drivers. Probably the increased business will demand a much larger force before the season is over. There are unusually large freights moving, daily, under the new impetus given to New England manufactures.

The American's "New England division," of course, embraces Maine and Massachusetts. This division was established in 1869, upon a substantial basis, by the appointment of H. W. Dwight as its superintendent. Prior to that the company's service in that section (if we except the Albany, Springfield and Boston route, sold to the American by J. M. Thompson, Wm. N. Melcher and Robt. L. Johnson, in 1861) was much more limited. It now includes, besides the newly acquired routes in Maine, those on the following named railroads: The Boston and Albany, the Connecticut River, the Pittsfield and North Adams, the New Haven and North Hampton (north of Westfield), the New London Northern (north of Palmer), the Springfield and North Eastern, the Vermont Valley, and a portion of the Vermont and Massachusetts.

Its connections are the Adams Express Company, on the south, and the National, and United States and Canada Express Companies, on the north. Also Earle & Prew, at Worcester, Mass., and the New York and Boston Dispatch Express Company, together with the host of small independent local Expresses at Boston, of which Penniman & Co.'s Lowell Express is one.

The American runs its own line to the west, northwest, and southwest. Its principal New England agents are: H. Ashley, Boston, Mass.; E. O. Ellis, Worcester, Mass.; J. F. Holbrook, Palmer, Mass.; J. W. Baldwin, Springfield, Mass.; J. C. Brooks, Westfield, Mass.; H. W. Dewey, Pittsfield, Mass.; R. H. Bump, Chatham, N. Y.; S. M. Gilmore, Holyoke, Mass.; Miss C. M. Clark, Northampton, Mass.; H. R. Freshour,

Greenfield, Mass. ; W. Bemis, Brattleboro', Vt. ; F. A. Barker, Keene, N. H. ; Geo. H. Babbitt, Bellows Falls, Vt. (who is also superintendent of one division of the United States and Canada Express Company).

H. W. Dwight's connection with the department commenced in 1866, in distributing the stock, appointing the agents, and making the railroad contracts for the Merchants' Union Express Company. That institution living fast and dying early, Mr. Dwight was appointed division superintendent (in 1869) for the American, in the same field as already mentioned. In 1875 his rank was raised to that of assistant general superintendent, a flattering testimonial to his superior capacity. He has now a larger field for actual operation than ever before.

New England is, as it were, one great manufacturing town ; and the products are everything which Yankee ingenuity can invent, from a Corliss engine down to a jewel screw of the Hampden Watch Company.

CHAPTER II.

THE ADAMS AND THE LOCALS IN THE EASTERN STATES.—WELLS,
FARGO & CO.—EXPRESS BUSINESS A SPECIALTY.

THE New England Division of the Adams, under the supervision of Clapp Spooner, the resident manager (for many years a director in the company), has its strong and best hold in Connecticut, though a power in Boston, where Colonel Waldo Adams is agent. The resident superintendent lives in Bridgeport, Ct., the headquarters of his department, where the company has a competent clerical force. C. E. Roath, the assistant superintendent, resides in New Haven, when at home. Another active and most valuable man, prominent in that office, is W. L. Hubbell, the auditor, whose practical knowledge of Express matters is not, by any means, limited to a local experience. The same might be said of William Stone, the popular agent at Providence, R. I., and Frank Barton, at New Haven, Ct.

Colonel Waldo Adams has an able force in his department, in Boston. In the front rank are Dan. Lovering, Jr. (one of the most genial as well as efficient), G. H. Clarke, W. A. Hartwell, and W. R. Baker. During the last twenty years, its able management by the late Alvin Adams—a perfect gentleman in society, and a kind, just man at all times and under all circumstances—has retained for the company its old prestige in the favor of the public. Its present office is in Court street, near the court-house. The company at this point, has pursued the even tenor of its way without much internal change, except in the loss of the founder (from whom it took its name) and several favorite employees: Woodward, Haskell, Richardson, Dow, Kingsbury, and one or two others. Since our former record of it, there came, first the war, and, seven years later, the "Great Boston Fire." The former largely increased the "Adams" business, and the latter burnt it out of its Washington street office. Of all the three powerful companies, the

Adams had the most lucrative, if not the largest patronage, during the five years succeeding the capture of Fort Sumter by the enemy. This arose from the fact that it was the only Express company in the District of Columbia and in Maryland; and had, besides, several long routes east and west; and connections with its competitors where it had no lines of its own, and these were like so many tributary streams coming from all quarters, and emptying themselves into one great river. The Boston office, and the whole New England division of the Adams, shared in these facilities and the consequent prosperity, and, for a few years, "they made things spin." Then succeeded the usual retributive punishment of a nation emerging from a war: a depreciation of all values; a multitude of men without employment; the loss of all mercantile and financial confidence; a corrupt use of fiduciary trusts; a monetary panic, succeeded by the bursting of banks, both national and savings; and business in general so depressed and lifeless that it was "as good as dead."

Now, it not only "lives, and moves, and has a being," but it lives with a will, moves rushingly, and has a being of innumerable steam-engines' power. Boston is all aglow; at least her locomotive factories and foundries are, and the thousands of mill-wheels throughout New England are buzzing merrily.

And amid all of this cheerful noise of the Yankee industries there are located the quiet study, and well-thumbed library, of many a *savant* and poet, or writer of metaphysical sermons and popular lectures (a class of brain power, or brain culture, of which Massachusetts has so much); and for all this whirring and whacking, and shoving and rasping, and rattling and rushing, and pulling and hauling, in the world of material production and manipulation, outside of their retreats, these manufacturers of mental manikins and ethical theories, will not mind it a whit, nor, in their self-absorption, heed the fact that once more the world of business is alive again. Joseph Cook will not have the same large audiences, composed mostly of mercantile men, at lectures delivered with what Macauley calls a "fine audacity," during office hours, but he will have his following of implicit admirers of his oracular pronunciamientos all the same; and the same devotees of the

(somewhat over) finely cultivated "old man eloquent" Ralph Emerson, with the aged Alcott at their head, will meet as usual in the temple of their god in "sweet concord."

Here, within reach of the Boston telephones (if you desire to converse with them), are many of the literary and scientific men of this section. Longfellow and Holmes (a *short* fellow), Whipple, Lowell, Bartol, and Fields, all live here, and, it is to be hoped, will keep doing so for many years to come. When young, Whipple wrote an imaginary *pre-view* of some social scenes possible in the year of our Lord 1900. May he live to ascertain how true a prophet he was! These men express little else than their thoughts, but, as we pass, let us pay them our respects.

Yonder the Quincy expressman runs with a parcel into the ancient mansion of the signer of the Declaration of Independence, John Adams, second President of these United States. There another President, his son (the most famous of all), was born, and after eighty years of life, more remarkable than usually falls to the lot even of great men, died with these words on his lips, "This is the last of earth." And there, too, *his* son, Charles Francis Adams, our former minister to England, resides.

Here is an Express that runs to Harvard College, and, on the way, stops occasionally to leave a package for Professor Longfellow, at a large wooden mansion which has a nice lawn and some mammoth old elms in front to shade the road, and was for half a century or more well known as Washington's headquarters when the continental army was encamped in the neighborhood.

There is another whose short route ends at the battle-ground in Lexington, where the farmers "*fit*" the red-coated "lobsters" of King George, and afterwards drove them ten miles, until they lay, as Rufus Choate once said in an oration, "like panting bloodhounds before the guns of Boston" (where the army of invasion was then entrenched). He will point out to you, if you ask him, the little cottage (now about 120 years old) which for some weeks, or months, was the secret refuge of Samuel Adams and John Hancock from the fury of the King, who had offered a reward to any one who would bring their

heads to him, or to his military representative in Boston. He was in express haste for them, but they were never way-billed.

Another of the local Expresses runs to the still venerated home of the great statesman, where there lay, one cold day, upon the greensward in front of his own simple mansion, the still colder form of Daniel Webster, clad in the suit traditionally his favorite (a blue broadcloth dress-coat with brass buttons, a buff vest, and dark pants), and around the body a group of mourners. At a little distance a multitude of sympathizing friends and admirers of the weighty utterances of those once eloquent lips, now forever silent, were standing in a semi-circle, eager for a closer view of the majestic countenance and form, long regarded by some idolators as more than mortal. Above the voice of the clergyman rose the moan of the ocean, whose surf beats against Marshfield, year in and year out. There had been a sort of fellowship, some said, between this man and it. Certainly, he had been all his life-long fond of the sea, and, in his later years, found about the only recreation that he allowed himself in boating and fishing in its waters. These occasions were frequent, but he craved no company except that of an "old salt," who had served well as his skipper, many a time and oft, and (besides knowing just where to find the best fish, and how to cook them, better than any other man, except himself, over a fire made by the two on the sea beach) could tell and enjoy a good joke.

Several of these expressmen ply between the city and the beaches, and they can tell you of the beauties of Rye, in New Hampshire, and the lovely villas at Martha's Vineyard, and numerous other marine resorts in Massachusetts, especially Nantucket.

The expressman carries either joy or sorrow to many a home, every week that he operates. The mail and telegraph are bearers of both, but it is only the *intelligence*. The expressman carries the thing itself. The box may contain a welcome present, or purchase; or it may enclose the lifeless form of some dear one—a terrible confirmation of the sad news of a bereavement not fully realized before.

Ex. gr., recently, there lay in the Adams Express freight-yard two groups of ominous looking boxes, such as caskets

and coffins are often enclosed in when *in transitu*. All were more or less leaky. Three in one group contained the remains of a mother and her two half-grown children, killed in the collision of freight cars with a passenger train. It was a sad sight; and the other group was almost as much so. They were a portion of Death's harvest of fifteen or more lives, lost at that time through a freight engineer's disregard of a standing order.

The following is a list of the "Adams" men in Hartford and New Haven at this writing :

In Hartford—R. P. Reed, C. W. Howe, G. R. Hills, W. Dodge, J. H. Preston, L. H. Colton, G. W. Prentice, E. H. Fox, and our old friend, W. Locke Crane, who is an agent there.

In New Haven—F. Barton, C. W. Gould, F. H. Allen, S. M. Brewster, T. F. Rawson, P. Conroy, W. Bradley, B. F. Baber, and W. C. Poor.

In Bridgeport are J. C. Curtis, F. H. Atherton, and J. S. Doty.

E. P. Slocum, favorably known to our craft for a great many years, is still agent in Norwich. He is assisted by J. Tucker, Jr.

J. T. Bryant, E. T. Smith, T. S. Fuller, J. S. Wheeler, and W. L. Nichols are in the Worcester office, and W. L. Stone, L. L. Brown, and W. Williams at Providence. Our ancient expressman, E. M. Hardy, is agent at Waterbury. C. B. Cooley heads the New London force.

The company has about 150 employees in Massachusetts, Connecticut, and Rhode Island, exclusive of Boston, where the number of its servitors seems small compared with the proceeds of its operations, but that is because its large money business is so compact and easily manipulated.

The United States Express Company has no operation east of New York, but there is in New England, with its headquarters in Boston (what is sometimes mistaken for another form of it), called the UNITED STATES AND CANADA EXPRESS. It is advertised to deliver Express matter at points on the following named railroads: The Concord, N. H.; Northern; Vermont Central; Conn. and Pas. River; Vermont and Can-

ada; Ogdensburgh; Con. and Mon. River; B. & W. River; Fitchburg; Cheshire; Monadnock; Sullivan; Peterboro' and Hillsboro'; Manchester and N. Weare; Rutland and Burlington, Worcester and Nashua; Boston, Clinton and Fitchburg; Vermont and Mass.; and B., Barre and Gardner; Troy and Greenfield; Troy and Boston; and *via* Hoosac Tunnel to Saratoga Springs. The United States and Canada performs much the largest share of all the Express business done between Boston and Vermont, as is the case with the Adams in Rhode Island and Connecticut, and the American in Maine.

WELLS, FARGO & Co.'s CALIFORNIA AND EUROPEAN EXPRESS and Exchange business, a feature in Boston, is done at the office of the American, No. 244 Washington street. Through its connection with the American, the agent at this point forwards express matter, overland, to the Territories and California daily; also by steamers from New York to California, Kingston, Aspinwall, Panama, South America, Central America, China, Japan, Sandwich Islands, Australia, Great Britain and the Continent.

THE CANADIAN EXPRESS, as its name implies, does business almost exclusively in Her Majesty's Dominion, but has an office in Boston.

It seems only a few years since the wealthy and influential city, nicknamed "The Hub," could be traversed by a long-legged pedestrian from its extreme northern to its southern boundary (Boston Neck) in forty minutes. Now, that it has incorporated with it what were once its beautiful suburbs, its area is very large, and its population nearly half a million. Hartford is now a fine city, and New Haven, Lowell, Lawrence, Providence, Worcester, and many other communities, of very limited size when Harnden lived, have become populous and important.

In truth, the growth of nearly all of the cities and towns of New England, during the last twenty years, notwithstanding the long period of depression bore so hard and universally upon her multifarious industries (more notably, perhaps, upon her thousand factories), has been very remarkable. It may

not be so apparent to her permanent residents, who have had current opportunity to observe all new improvements, but the fact impresses every one who revisits those localities after so long an absence. It is more especially apparent in the increase of small manufacturing settlements, and little villages built up (many of them in very uniform architecture, if so big a word can be applicable to so small a matter), to serve as homes for the operatives employed in adjacent factories and machine shops; also in the enlargement of nameless rural suburban neighborhoods, occupied by a few isolated residences for rich city people, into populated precincts, regularly laid out, with a system of streets, salutary sewage, good gravel or paved roadways, nice sidewalks, and gaslight when wanted, together with some claim to ornate architecture, arboriculture and fine lawns or gardens. Express communication being so frequent and inexpensive between these places and the contiguous city, many merchants, bankers, lawyers, &c., find such suburban residences almost as convenient, and much more healthy, than homes in closer proximity to their offices. Expressmen have done much more than is appreciated to encourage this manner of life. Express facilities cost money, but what would the people do without them? To complain of express charges is much like grumbling against taxation for public improvements. The citizens demand good sidewalks, well-paved streets, and the many other things which help to make town life tolerable and the municipality a blessing; but when the mechanics or contractors send in their accounts, and the inevitable tax bill has to be met, the real estate owner grunts or groans his discontent. The city householder, long used to certain indispensable conveniences, conventionally known in our well-appointed residences as "modern improvements," does not know how to prize them until he comes to sojourn in a country town, where water-closets and the woodpile are neither in the dwelling, nor in all cases close to it (a matter of some importance at all times, but especially to persons in delicate health, or to any other member of the family, in inclement weather); nevertheless, he will not fail to utter some objurgations upon seeing the gas-fitters' and plumbers' charges for repairs. Naturally, such people inveigh against the charges in our business.

Nowhere more than in Yankee-land are the Expresses a public blessing, and almost as indispensable as the sunshine, or as salubrious air. They are ubiquitous everywhere, and everywhere useful, traveling telephones. In a hundred ways much better, for they carry not only the message, but the matter. Secure in the enjoyment of their invaluable service, the people underrate it, but if the Expresses should be blotted out of existence to-day, what would be the condition of things, especially in all of the marts and avenues of trade, to-morrow?

Some readers, bright enough in most things but ignorant in this, will reply, that the railroad companies are entirely competent substitutes. If the intelligent horses which draw the Express wagons could laugh, they would indulge in that healthy process upon hearing such answer. *They* know better; and every sensible and honest railroad manager must be conscious that his company cannot do this work in all of its ten thousand petty details and its many necessary precautions against mistakes and losses by robbery and fraud. In the indulgence of some personal animosity, or to revenge some thwarted effort to black-mail the Express proprietors for his own benefit, a railroad chief may persuade the potentates who employ him, that they ought to own the express business on their route, and, with their consent (though knowing little or nothing, and caring less, about the details of the service), may attempt to carry on the work, of which he has arbitrarily dispossessed the Express Company; but, if he does not "rob Peter to pay Paul"—if he does not steal from the usual freight receipts of the road to swell his Express receipts—his experiment will bring heavy loss upon the shareholders, and the monthly exhibit of the railroad company, if *bona fide* and accurate, will demonstrate the fact beyond cavil.

Unfortunately, railroad directors are for the most part too busy with other affairs to look into this, and, hence, are easily deceived in regard to it by some more active manager, or subordinate, who has some selfish end in view.

In a recent number of the *Expressman's Monthly*, a writer reports "one of the sharpest and far-sighted railroad managers in the country" as having said in his hearing, in regard to

these railroad-express projectors, that "if their motives are true, and they make the change in the interest of their stockholders, and not in their own personal interest, they will, in less than three years, invite the old companies to again operate their lines."

Asked if he believed the present arrangement between the railroad companies and the Express proprietors on their routes to be the best for the railroad stockholders, financially, he replied: "Undoubtedly, it is; there is no question about it in my mind." This from a man who has risen from a subordinate to the highest position, and by long service and practical familiarity with the details of all departments of railroad operation, is worth being quoted as what the lawyers would call "an authority."

It is hardly to be feared by sensible railroad stockholders (who do not disguise their well-grounded objections to the failure of their dividends, or the depreciation of their shares, by the loss of such prompt-paying customers as the regular Express companies certainly are), that, in a season so crowded with the rush of freights as the present, their managers will be so egregiously foolish as to meditate the disgruntling of the Express companies. They may well bear in mind Abraham Lincoln's reply to a suggestion made to him, during the worst crisis in the war, that he should change his generals—"I never swap horses," said he, "while I am fording a stream."

The railroad changes alluded to, as possible, would be equally inopportune at this period.

CHAPTER III.

FROM BOSTON TO NEW YORK, BY LONG ISLAND SOUND; ONE OF THE
ADAMS ROUTES. THE ADAMS IN NEW YORK CITY.

LEAVING New England, some would prefer the Hartford and New Haven all-rail route of the Adams Express Company. There is, too, the Hoosac tunnel rail through many charming factory-villages; but we will imagine, kind reader, that our course has been either *via* Stonington, Allyn's Point, or Fall River, and that we have crossed Long Island Sound to New York harbor, in a floating palace, and are heading for the great city. And what a grand city it is—this New York! The sun is rising, with its face of fire washed by the sea out of which it has just emerged.

"Aurora, now, fair daughter of the dawn," is distributing ruby tints and gleaming arrow-heads with a lavish hand. It is the most charming of all the hours on a steamboat in New York's lovely bay.

As we stand by the side of the Adams messenger and his Express crate-car, which in the night was wheeled from the railway and shoved aboard the huge steamer at Allyn's Point, or some other terminus on Long Island Sound, we can draw upon him for information upon other points than Allyn's, as this magnificent boat, three stories high, under her smoky plume, bears us and her big crowd of passengers, majestically into the East river, among numerous other craft, big and little, with the most notable of which she is quietly competing.

As he indicates to us this or that object of interest, we wonder if the Bay of Naples, or of Rio Janeiro, is any finer. At length we reach the more utilitarian sights, and pass mile after mile of shore, street-ends covered with foundries, ship-yards, dry-docks, coal wharves, and all sorts of manufacturing establishments; where work people, with small tin pails in their hands, begin already to congregate.

There is nothing attractive in the look of it, but it denotes a world of capital and industry.

And there yonder is the fine city of Brooklyn, separated only by the river from New York, and bearing about the same relation to it in the eyes of the stranger, that a beautiful side-show does to the main exhibition. What a charming spectacle the heights, and the numerous church spires glittering in the beams of the genial morning sun! Yonder, many times higher than the chimney-tops of all these rapidly passing ferry steamers, and higher than the tallest mast of that 3,000 ton ship just passing under it, is the aerial suspension bridge across the East river, from alongside Fulton ferry in Brooklyn, to Vandewater street, not far from Peck Slip, New York. It is not finished, but occasionally some favorite scaler of dizzy heights is allowed to walk across; and there is one now! Can you discern that that moving speck is a man, and not an insect? Surely it is one of the midgets, and a strong wind would blow him away! Is it not worth coming to New York to see these immense towering columns of massive stone masonry, forty feet square, on either side of the river, which are to hold up the rails and road-bed, on which, it is promised, comfortable cars shall in the near future convey passengers across? This prodigious enterprise has already cost ten millions of dollars, and they have not "stripped" that cow yet.

Now we are coming to that small rounded end, or beginning, of Manhattan Island, on which the great city is built, and may enjoy a look seaward towards Sandy Hook, Quarantine, and the Atlantic Ocean beyond.

This small park is called the Battery, because it contained for many years, in our forefather's day, a row of cannon, which, together with artillery at Governor's Island, and at one or two other points, commanded the entrance to the port. Close at hand was a semi-circular castellated structure, with port-holes, known originally as "the Castle." When I first visited the place in 1836, it was named to me as "Castle Garden," though no garden was there. Many years later P. T. Barnum fitted it up, and in its large auditorium I heard Jenny Lind in her first rehearsal in America.

From this shank of the city the land gradually widens to

its farthest boundary, in leg of mutton shape, and the Harlem Express driver will tell you it is nine miles long. I think its average width is about three miles, and that consequently the local Expressmen have an area of say 27 square miles to traverse, the island being pretty well populated in all parts, even to Harlem river. When I saw it for the first time, the city was wonderful to my callow comprehension, both in area and population. It was said to have 200,000 inhabitants. The spot where Union square now is, was regarded as suburban. I remember a dozen aristocratic residences near Bowling Green, and more on Greenwich, Washington and Liberty streets. Even in 1839, Eleventh street was regarded as very remote from the business quarter, which was on South street, Wall street, Pearl street, and Maiden Lane. Now, there is not a private mansion on Broadway south of Fourteenth street, and the population is said to exceed 1,200,000. These figures may be better appreciated if we say, that, distributed into quotas of 1,200 each, this population would serve to make 1,000 good-sized communities.

That lofty brown-stone steeple piercing the sky is the "Trinity." It is near the great Express offices on Broadway, facing Wall street, where the so-called "bulls and bears" of the stock-exchange on Broad street, hardby, raise the wind for their gambling speculations; though all who deal there are neither gamblers nor speculators, a few being legitimate commission merchants and brokers. In the rear of its ancient cemetery, rush the swift trains of the elevated railway—a public benefit at personal sacrifice.

Passing the Battery, our Sound steamer heads for the North river, her bow pointing for a moment at Hoboken and Jersey City. There on the Jersey shore, both the Adams and the United States Express Companies have large freight offices and stables, and the heavily loaded Express wagons on those huge ferry boats, it is likely, belong to them.

This North river is the Hudson; the first of all God's waters to be slapped by a steam paddle. Away up, above Spuyten Duyfel, and between the hills, it is lovely. Somewhere up in that quarter Washington Irving put Rip Van Winkle into his famous twenty years' nap. But, down in this business quarter, the sensible utilitarians have spoilt the looks

of the river as an aqueous beauty, by constructing fifty or more piers, extending from West street, which runs parallel with it, a hundred feet or so into the rapid current. Between these piers lay, in peaceful security from storms, many pro-pellers and sailing vessels, both coastwise and foreign. The several foreign Express companies, Morris' among the rest, make use of some of these. Each line of ships has its allotted pier. There in that empty space is where our own grand steamer will tie up. The tide runs strong, and there are frequent sounds of the bell, struck by the man in the pilot-house aloft there, as signals to the engineer yonder, and much backing and filling, before the huge vessel glides into her berth. Then the gang-plank is extended from ship to shore, and the crowd of passengers are landed before the waiting Express drivers come forward to load their wagons with the P. P. trunks, and take on the messenger with his safe.

At this common arrival hour at many of the piers, and at all of the depots, scores of messengers come in with millions of dollars in charge, and the freight yards of the Expresses are all alive.

"THE ADAMS" IN NEW YORK CITY.—Through its absorption of the Harnden, and several other Expresses, the Adams had become, in 1866, the oldest of all the Express companies, and its capital had grown to \$10,000,000. Its dividends, though limited to eight per cent. per annum, were paid quarterly, and with the most reliable punctuality. Its stock began to be quoted on Wall street at par, or above it, and such has been the public confidence in its management, that it has ever since been regarded as desirable for investment.

In 1875 its capital stock was increased to \$12,000,000; just ten times what it was in 1854. This was in anticipation of the extension of its routes to New Mexico, effected in 1880; as will be shown in a chapter upon the Adams business in the Territories.

No material changes have occurred in the organization of this company for many years; certainly not since Henry Sandford became general superintendent, and John Hoey

manager. Both of those gentlemen are directors, and James E. English has been added to the board.

D. B. Barnum succeeded J. C. Babcock, when the latter was made treasurer. Both positions demand, of course, high qualifications as well as pre-eminent integrity. There are certain other characteristics which have won for these gentlemen, and for Hiram Dixon (the venerable book-keeper, at an adjoining desk), the warm regard of their employers and associates.

One of the most enjoyable things to me, in my semi-occasional returns to my old "stamping ground" in New York, is the re-union with the many faithful employees whom I knew in the same service in "the fifties." Not a few are themselves in the fifties, and some are sexagenarians. Their beards are bleaching, and from some crowns the hair has taken an everlasting farewell, but they are cheery old boys yet, and full of generous vitality. The respect with which they treat each other is one of the most graceful amenities of the employment, and hardly looked for by outsiders. Either taking the cue from their pleasant-humored and benevolent chief (who appreciates fidelity and kind deportment in whatever rank he finds it), or because to be gentlemanly is natural to them, his subordinates are remarkable, not only for their self-respect, but for urbanity to the customers, and cordial harmony among themselves. Good nature and good breeding are the rule at No. 59 Broadway; and if any one among them is lacking in these he is regarded by the rest as wanting in true manhood. I have never observed but what all of the Express offices in New York are equally favored in the harmony of their employees. Certainly it is a fact that there are no aggregations of men in which there is generally so much fraternal kindness as in large Express offices. We cannot expect it to exist so fully between agents, who know each other only through business correspondence, much of which may be upon matters of an annoying nature; but every such correspondent should address the other as a gentleman, and neither should be betrayed by temporary pique, or distrust, into any incivility.

The managers of the Adams Company have always prided themselves upon having the best draught horses. The Adams

has one stable in Jersey City and another, still better, on Church street, in the rear of the Company's office building, No. 59 Broadway, both under the superintendence of Harvey Marsh, for many years a model express driver and freight clerk.

According to the 1858 edition of the Express history, the Adams used in New York, at that time, 40 horses and 20 wagons, and employed 50 persons as clerks, drivers, &c.

At the present time (1880) it employs, in its New York and Jersey City business, 400 men, 35 of these being stable-hands. Marsh has in his care:

196 uncommonly good horses,	
57 double wagons, each costing	\$450.
34 single wagons, " " "	275.
7 money wagons, " " "	300.

There are 98 drivers and 98 helpers, that is to say there is a helper on every wagon.

No cut feed is used. The hay and oats for each horse cost about 40 cents. The breed preferred is a cross of the Norman stallions with the western mares; but they are scarce.

Draught horses are in great demand in many places at this time; it is presumable that the companies will have to pay more than has been their custom, which is \$200 to \$225.

Their horses are in harness 13 hours daily. The wagons, when pretty well worn (say after five or six years use), are sold to grocers, &c., for from \$75 to \$90 each. The Adams wagons are made in New York city.

The stable superintendents are good judges of horses, and no one knows better than they how to purchase such as are exactly suited for express work; and they know, too, how to keep them in good condition.

The company's building at 59 Broadway is in the Express block just south of Trinity church, and Wall and Rector streets. It has been occupied by the Adams for 25 years or more. Without any pretensions to architecture, it is a handsome and substantial edifice, and cost \$100,000. From front to the rear of its first floor, including the rotunda occupied by the treasurer, cashier, book-keeper and accounting clerks, and

the president's and directors' rooms, it is from 150 to 160 feet deep.

The need of other rooms on the same floor has induced the occupancy of rear offices in the adjoining building, No. 61, north.

All of the five stories and basement of No. 59 are used by the Adams; but it is on the first floor, front, and the spacious room under it, together with the covered yard, extending from it to Church street, that the most exclusively Express business presents itself, in all its characteristic rush and bustle; and a lively scene it is.

On the first floor, front, is the desk of the superintendent, William Hoey, a very quiet, but exceedingly efficient officer (a son of the managing-director), who has been with the company from boyhood. J. K. Stimson, city route agent, (who has, too, the settlement of claims for lost or damaged goods), is here, and Messrs. E. M. Drew, Mabie, Stuart, Schwacofer, Hawxhurn, Clancy, Pennel, E. C. Babcock, and about a dozen more of clerks, at desks and package counters. Boxes, trunks, and other large pieces of freight are received at the sidewalk by W. McLaren, and rushed down the slide into the hands of porters, to be billed or script by the entry clerks, and passed over to the stowers of the waiting wagons in the rear.

The western and southern bound freight goes directly to the Adams office and freight house in Jersey City, to be transported over the railroads used by the company, in the States of New Jersey, Pennsylvania, Maryland, the District of Columbia, Ohio, &c., and the south and west.

The Adams basement at 59 extends under 61 Broadway, where there is a package waybill force, under the genial Fred. Stow.

The freight-yard in the rear usually presents a very busy scene; many wagons coming and going, and carrying the heterogeneous loads common to the service. Here our old express friend Gilbert superintends, assisted by Converse, and occasionally by the veteran Fuller.

The Adams has branch offices at Broadway and Great Jones street, in the "Nathan building," 12 West 23d street, and 28 East 42d street, near the Grand Central Depot. Since the Com-

pany leased the premises in 23d street, the neighborhood has come rapidly into popularity as a retail business quarter, and some of the finest stocks in New York are to be found there.

Asa S. Blake, the popular agent of the Broadway branch of the Adams, having been assigned to a more active position, was succeeded by Fred. H. Piper, who was afterwards transferred to "headquarters;" the position is now filled by John T. Marshall, formerly of the freight department.

The 23d street office is becoming of great importance from its locality, and is doing a large social, as well as mercantile business, under the management of its very courteous agent, John H. Andrus.

The 42d street office, one of the Express bee-hives, is in charge of that reliable "old-time Expressenger," Andrew W. Swett, and is most ably conducted.

ORGANIZATION OF THE ADAMS EXPRESS CO. IN 1880.—President—Wm. B. Dinsmore; Vice-president—E. S. Sanford; Directors—Wm. B. Dinsmore, E. S. Sanford, S. M. Shoemaker, Alfred Gaither, John Hoey, Henry Sanford, Jas. M. Thompson, Clapp Spooner, Jas. E. English; Manager—John Hoey; General Superintendent—Henry Sandford; Treasurer—J. C. Babcock; Secretary—Jas. M. Thompson; Cashier—D. B. Barnum; Auditor—C. P. Dieffendorf; Superintendent—Wm. Hoey.

The Government Express Company, that is to say, the post-office department, is a powerful rival for the small merchandise package business, and the Adams, like the American and other companies, finds it hard to compete with an institution whose rates are not at all governed by the actual cost of transportation; any deficit in receipts (meaning Uncle Sam's loss by the mail express) being made up by an appropriation.

The postal money-order system, and the sale of drafts by the banks, are all proper enough, but, of course, the more there is of it, the more it takes from the Express.

Still the Adams does a very large business for the Wall street monetary institutions and firms, and for the banks in

general, and transports over its routes the money of the United States Government.

Out of the metropolis this Company has very little operation within New York State, an area almost exclusively worked by the "American" and "United States." The immense amount of business accruing to the brokers and speculators of the stock exchange, averaging a hundred millions of dollars, or more, every week, affords some "*coign* of vantage" to the Express.

CHAPTER IV.

**"THE AMERICAN" IN NEW YORK.—A BELLIGERENT EXPRESS.—
THE "MERCHANTS' UNION," AND WHAT BECAME OF IT.**

IN the history to which this is the sequel, Charles S. Higgins is mentioned as the general superintendent of the American's so-called South Western Division. Just prior to that time, Robert L. Johnson had resigned the supervision of the Eastern Division (mainly New York State) to Col. Daniel Butterfield, whose assistant was W. B. Peck, now agent at Buffalo. It was in 1857 or 1858, when the duty of general supervision of this division was devolved upon the too-willing Higgins, as a mark of the company's approval of his long service in important positions. It gave him an extensive area, viz.: a portion of Pennsylvania, all of Michigan, Ohio, Indiana, Louisville, Ky., Canada, and New York; and east, *via* the Albany and Springfield route, to Boston. He had excellent division superintendents under him, but the work was too much for him at his advanced life, and in 1871 he died, very sincerely lamented.

In 1860, the American's capital stock was increased to \$1,000,000. (It is now estimated at \$18,000,000.) Henry Wells was president; John Butterfield, vice-president; William G. Fargo, secretary; Johnston Livingston and Alex. Holland, directors.

The interests and their proprietors, consolidated in the new organization, rendered the American what the drivers would call a strong team in 1860. Every man in the board knew his business very thoroughly, having had long experience; and back of all was a resolute energy united to physical and mental power.

Circumstances soon brought their capacity to "the crucial test." The war of the rebellion began, and with it came extraordinary demands upon the American for Express facilities. The business doubled in magnitude the first year of the war, and increased until hostile operations began to decline, and the

beginning of the end was at hand. All of the important railroads and freight companies had as much as they could do for the War Department in the transportation of clothing, tents, commissary supplies, munitions of war, cannon, firearms, etc., without competing with the express companies, or taking a pound of freight away from them. Indeed, the American Express Company was compelled, by force of circumstances, to accept a great many things, in the way of freight, not usual for it to carry—even to considerable quantities of cotton in bales. Probably, its business was larger from the fact that the enemy occupied the lion's share of the Adams Express territory, west and south of Washington. [The Adams can well afford the loss, as its business for government, always important, was greatly increased by the war.]

Both the American and the Adams were unjustly accused by malicious persons, at the outset of the war, of lending their facilities indirectly to the enemy, by forwarding goods to and from the south. Messrs. Wells and Holland answered one and all of these aspersions, as far as they related to their company, in a communication to the New York press, as early as May, 1861. It was as follows :

THE EXPRESS COMPANIES AND THE REBELS.

THE AMERICAN EXPRESS COMPANY IN REPLY TO MR. GAZZAM.

OFFICE OF THE AMERICAN EXPRESS COMPANY,
NEW YORK, May 3d, 1861.

To the Editors of the Evening Post :

The communication from E. D. Gazzam, chairman of the Committee on Transportation of Contraband Goods, dated at Pittsburg, April 29th, and published in your paper of May 2d, gives a very incorrect statement of the course pursued by this company (the American Express Company) in regard to the transportation of contraband goods destined for the seceding States or for any other point. In place of this company or its officers or agents having, as alleged, "gone around to various houses which had been shipping this kind of goods by the Adams Express Company * * * and informing those houses that if they would ship their goods by the American Express Company such goods would pass safely by other and more northern routes," &c., &c., this company has, on the contrary, through its officers and agents, issued orders to all their collectors and receivers of freight to take nothing like arms or munitions of war, or any kind of contraband articles, for any point in the seceding States, or on the borders, or any

other place, without the same was accompanied by a permit from the chief of police, and they have numbers of these permits now on file; besides which they have stopped on the way and refused to forward many articles of which they had only a doubt of their nature, their intention and object having been to place every obstacle they could in the way of allowing anything of the kind passing out of the city, for fear that it might get to points from which the smuggling into the southern States (into which this company run no lines and have no interest) would be more easily effected. The officers of the federal, State, and city governments are fully aware of the course we have pursued from the beginning, and approve of the same, and are constantly employing us in transporting for them.

Will you please, as an act of justice, to insert this in your paper of to-day.

Respectfully, &c.,

HENRY WELLS, President.

ALEX. HOLLAND,

Managing Director at New York.

A large number of expressmen had enlisted at the first call of President Lincoln for soldiers.

All of the principal Express companies were fully represented in the ranks of the Union armies. The American's quota was a gallant one. From New York to Chicago, and from Chicago to Omaha and St. Paul, agents, messengers, clerks, and drivers were found quite ready to give up "Express life," and go to the front, in defense of the dear old flag. How many of the hundreds who went ever returned deponent saith not, but all who did, came back with an honorable record, and found places and promotion awaiting them.

When the Confederate armies had capitulated, and peace was established, the American had amply vindicated its claim to usefulness, for it had been of incalculable service to Abraham Lincoln and his government, through its facilities in the empire states and throughout the west.

No quarter of the Union had contributed so many men to fight our battles as the vast region traversed by the Express cars and messengers of this great company. Of course, the easy and constant communication of the three thousand or more New York and western States' local agents of the American with the families and friends of the brave fellows who had gone from that region into the ranks of the Union armies, was not only a grand convenience, but a most beneficent amenity of the war. It was of prodigious advantage to the government,

and, without it, the million of volunteers would have regarded their unwonted soldier life as intolerable. With the aid of the expressmen, they could have packages and letters pass to and from "home" without any trouble, and it contributed largely to their contentment in exile.

The "Adams," "United States," "Union," "New Jersey Central," and "New Jersey" Express companies were all very useful to the government in that fearful emergency. Asa Blake, of the Adams Express Company, I think it was, who told me that when a commander had threatened to make a soldier of one of his assistants, the President (on being appealed to) declared that the Express was an indispensable and important adjunct of the public service in the operation of the war, and not one of its employees should be taken out of it for other work, even in the army.

Doubtless, Wells, Fargo & Co.'s Express was very helpful, also, but in the great west and northwest "the American" was a power for good, and no man appreciated it more than Mr. Lincoln himself. For seven years prior to the first shot at Sumter, James C. Fargo had labored judiciously to render his company a public accommodation to every city and settlement in Illinois. Abraham Lincoln's home was there, and his sagacious and just mind appreciated the company's invaluable services to the State; and, indeed, to the entire northwest.

The United States (not the post-office, but the legitimate express company of that name) was a fair competition, but when the internecine war was ended, and the popular heart responded to the sentiment, "let us have peace," the established express companies, and more especially the American, encountered hostilities, of the most ruthless nature, from an unexpected quarter.

This enemy of the existing lines sprang suddenly into being in 1866, under (what proved to be its *nomme de guerre*) the title of "THE MERCHANTS' UNION EXPRESS Co."

Its immense capital stock was, for a season, only nominal. It had been subscribed for by many mercantile men and capitalists, who bitterly repented their folly years afterwards. They were led blindly into a speculation which was one of the ruinous outcomes of the financial craze just following the close of the war, when greenbacks were plenty.

The managers employed some good heads, even experienced expressmen, but no thrift was used in innumerable expenditures, and in conducting their unscrupulous opposition they wasted its substance and killed it.

The chief officers of the Merchants' Union Express Company at the outset were, Elmore P. Ross, president; W. H. Seward, vice-president; J. N. Knapp, secretary; Wm. C. Beardsley, treasurer; T. M. Pomeroy, attorney.

The executive board comprised, in addition to the above, Clinton T. Backus, John A. Green, Jr., and H. W. Slocum. There were "resident trustees" in all the large cities.

New York, June, 1867.—S. P. Waterbury, in a newspaper rejoinder to a published statement by J. N. Knapp, that the Merchants' Union was not insolvent, remarked, "I have only to say, that it is negatived by the call upon stockholders for \$2,000,000 more, to put into that omnivorous rat-hole, its treasury." E. P. was one of the "called upon," and had had enough of it.

It had been a part of the aggressive policy of the managers to weaken the American through the loss of all of the most useful employees that it could draw from the old company into the service of the new, by offers of much larger pay, and speedy promotion. Those who could not be moved by tempting pecuniary benefits, were fished after with the alluring bait, *higher position*. Such winning enticements were, in too many cases, entirely successful. Of course, this Hessian policy greatly aggravated the old company. Another incidental offense of the Merchants' Union Express, was its misuse of the columns of the newspapers to pour hot shot into the "old monopolies."

As a curiosity, we give the annexed copy of a bordered handbill, adaptable, by a little change in the names of the locality, to any city or town in which the new express opposition was to operate. It was posted after the institution had been in existence only a few months.

"MERCHANTS' UNION EXPRESS CO.

TO THE MERCHANTS AND BUSINESS MEN OF ———— AND VICINITY.

THE MERCHANTS' UNION EXPRESS COMPANY having recently opened an office in this city, are now prepared to carry mer-

chandise, money, and collect notes and drafts in all parts of the northern States,

AT REDUCED RATES.

This company has started with a

CAPITAL OF \$20,000,000,

and a large amount is owned by merchants and business men, over which their lines are running.

WE SHALL DELIVER PROMPTLY,

rectify mistakes on the spot, and pay our losses without forcing our customers to wait months upon some flimsy excuse, as has often been the case when dealing with the Monopoly.

We expect the support of all business men, upon the honest basis of a fair price for the service rendered. We have broken the Monopoly, reduced the prices, and come before the business community and ask

WILL YOU SUPPORT YOUR OWN ORGANIZATION

upon the assurance of just rates always? Or will you, to save a few dollars to-day, run the risk of being once more at the mercy of those whose only motto was

"The Public are Legitimate Plunder."

——— Agent.

That poster was but one of many publications, both in handbills and newspapers, indicating the purpose of the new Behemoth to annihilate all of the long established companies, and to render their ruin the foundation of its own success in all sections of the country. Haman-like, its arrogant and destructive spirit recoiled upon itself. In 1868, it became a perfect wreck, and was glad to consolidate with the American, which it had, at an immense sacrifice of capital, so persistently aimed to cripple and destroy. It had had no better success than the brave Burnside when he hurled Joe. Hooker and his devoted legions against the sweeping cannon ranges and rifle-pits of the enemy at Fredericksburg.

Among the great multitude of men thrown out of employment by the failure of the Merchants' Union, were many

who had left good employment ; tempted, as already stated, by offers of larger pay. The best of them were retained by the absorbing company, in positions more or less acceptable.

There was, too, an accession to the American of several gentlemen of unquestionable ability, and high business and social standing. But the victory of the Express companies had been dearly bought ; for it had required great sacrifices to compete with the low rates offered by the Merchants' Union, regardless of results, and intent only upon crippling the long-established Expresses.

It was even so, in the fall of 1868, *after spending more than seven million dollars*, this unscrupulous opposition company, which had been started with the avowed purpose and boast that it would destroy all that the old companies, by many years of hard work, had built up, was compelled to succumb and ask to be consolidated with those whom it had striven so desperately to cripple and ruin. Soon after that appeal, the "American" managers issued the following circular :—

OFFICE AMERICAN EXPRESS COMPANY,
115 Broadway,

NEW YORK, November 27, 1868.

To the Agents of the American Express Company :

A consolidation of the business of the AMERICAN and MERCHANTS' UNION EXPRESS COMPANIES having been effected, by virtue of which, on and after the first day of December, 1868, the business of both of said Companies will inure to the benefit of such consolidated Company.

It is hereby ordered that the respective Agents of said Companies will, until further orders, and on and after the first day of December next, continue their business as Agents of the consolidated Company.

All business, on and after said last mentioned day, will be conducted in the name of the consolidated Company, and all blanks on hand changed in writing so as to conform thereto.

On and after December 1st, 1868, all reports and returns will be made to the "American Merchants' Union Express Company," Buffalo, N. Y.

The officers of the consolidated Company are as follows :

<i>President,</i>	- - -	WILLIAM G. FARGO.
<i>Vice-President,</i>	- - -	THEODORE M. POMEROY.
<i>Treasurer,</i>	- - -	ELMORE P. ROSS.
<i>Secretary,</i>	- - -	JOHN N. KNAPP,
<i>Gen'l Sup't and Ass't Treas'r,</i>		JAMES C. FARGO.

HENRY WELLS, *President.*

Each of the two great parties to this consolidation, had put in its capital, property and business at nine millions, and the capital stock of the "new" company, so organized, was accordingly fixed at \$18,000,000.

The owners of the retiring company received a fair compensation in the new stock. Naturally, heavy loss had accrued to the "American" in the hard-fought battle, but the failure of the "Merchants' Union" was more severely felt by its *stockholders*; many of whom were widows and orphans.

In my humble opinion, in that arrangement too much was accorded to the defeated enemy, and an excessive valuation put upon its wreck. Had the settlement been such as to make the consolidated capital twelve millions, instead of eighteen, the quotations of its shares in the stock market would be a little nearer *par* at the present time.

Simultaneously with the preceding circular to agents, James C. Fargo announced, as general superintendent, the following information and instructions:

1st. The business of new company will be divided into three divisions—the eastern, southwestern, and northwestern.

The eastern division will embrace all lines and business of the company east of Buffalo, Suspension Bridge, and Pittsburg.

The southwestern division, all west of these points and east of Chicago and St. Louis, except the following railroads: Michigan Central, Jackson, Lansing and Saginaw, Grand River Valley, Kalamazoo and Allegan, and the Michigan Southern Branches.

The northwestern division, all west, north and south of Chicago and St. Louis, including also the railroads named as excepted in territory of southwestern division.

2d. The following assistant general superintendents are hereby appointed:

M. B. White, assistant general superintendent, eastern division, with headquarters in New York city.

Chas. S. Higgins, assistant general superintendent, southwestern division, with headquarters at Buffalo.

Chas. Fargo, assistant general superintendent, northwestern division, with headquarters at Chicago.

All orders or instructions from them, or either of them, regarding business in their respective divisions, will be obeyed accordingly.

3d. The general accounting office of the company will be a Buffalo—to which office, unless otherwise instructed by their superintendent, agents and messengers will make their reports hereafter.

In temporary deference to the new element which it had taken into its capricious periphery, the victorious corporation

elongated its title to "the style" of "The American Merchants' Union Express Company," and retained it (with no profit except to printers) until, in January, 1873, J. C. Fargo issued a circular to "agents and messengers," in which, to their entire satisfaction, occurred the following good news:

"On the first day of February next, the name of this company will be changed to

AMERICAN EXPRESS COMPANY,

and, from and after that date, you will use it in the transaction of our business."

And that was the last of the "Merchants' Union."

The venerable Henry Wells had become quite enfeebled in health at the close of the year 1868, and was but too happy to resign the presidency to Wm. G. Fargo (who was still in the prime of life), that he himself might find, in a sea voyage and foreign travel, a salutary relief from care, and, happily, a thorough renovation; and to this quest he devoted the closing decade of his long and intensely active career.

In assuming the chiefship of this great company, the new president brought into full and efficient use his thirty-five years of Express experience and well-tryed capacity for large financial transactions; qualifications vitally requisite at all times in the controlling head of such a corporation, but never more so than at that period.

Fortunately, also, he had, in his executive committee and treasurer, and in the general superintendent, and the superintendents of divisions, persons of the most approved capacity, fitness, fidelity and zeal; and applying himself resolutely to his Herculean labor, his indomitable will overcame every hindrance to the company's progress to prosperity. And why was his task so difficult?

The "Merchants' Union" had been conducted with the most unconscionable and profuse disbursement of the money of its unfortunate stockholders; and this example at headquarters had produced its legitimate fruit—a habit of superfluous expenditure in numerous offices throughout the country; and Wm. G. Fargo, and the board, found it necessary to initiate, immediately after the consolidation, a system of retrenchment

over all their lines. It was no easy matter. On the contrary, it necessitated much labor for both the general superintendent and his assistants, and was certain to produce dissatisfaction in those offices most affected by the reform. Many agencies were abolished ; two in the same town being superfluous. Hundreds of iron safes, a great many horses and wagons, and a vast deal of office furniture, harness, &c., late the property of the defunct company, had to be sold, and at a great sacrifice. The ruin of a corporation, and the consequent loss of employment by thousands of persons, was made the more striking by these minor losses in so many localities.

The New York division remains under the supervision of M. B. White, who is an assistant general superintendent, with headquarters at Albany. He is a man of great nervous energy, and prompt decision in any emergency ; rapid in his movements, indefatigable in his arduous labors, and much more genial than is usual with men working so incessantly.

He has, in his territory on the lines of the Hudson River Railroad and New York Central, several of the largest and most prosperous interior cities which the State can boast of, and if he could be induced to write it out, it would be interesting to read his testimony to their growth since he assumed the control of the company's business in that section.

E. H. Ely, who has assisted him, both as a route agent and in a higher capacity, on the line between Albany and New York, has his office in the great metropolis, where he is city superintendent also.

The New York down-town offices of the company were at 62 and 64 Broadway and 61 Hudson street for several years. It retained its fine building on Hudson street to the close of 1879, but its clerical force (for awhile at 111 Broadway) is now divided mainly between its admirably appointed office at 65 Broadway, and its depot contiguous to the 48th street depot of the Hudson River Railroad.

At "65" it has a large basement freight-room, and on the first floor a money parcel and small package receipting and delivery department, both under the supervision of R. A. McKinney, the city agent, whose unblemished record is of many years' standing. McKinney, a mere boy when he began

with the company, is now in the prime of life. He is assisted at the various desks by some sterling men, whose pleasant faces have been familiar to the customers of the company for many years: among them Geo. E. Carpenter, R. B. Clark, Wray, Hewitt, Knapp, and his own brother, J. S. McKinney.

The rooms of the president, W. G. Fargo; the treasurer, Alex. Holland; Jas. C. Fargo, general superintendent; Chas. G. White, his aid; the cashier, his assistant, and several other valuable aids; superintendent Ely; Chas. E. Hoyt, correspondent; M. T. Berry, traffic manager, and the local stationery department, are on the same floor, front.

The Express depot at corner 48th street and 4th avenue, under the efficient care of J. D. Hadley, is "an institution" in itself. Two floors of a nice, snug building, facing the avenue, are occupied by Mr. Hadley's clerical force, who push their pens with all the vim of first-class machinery. In the large covered freight yard, or court, beyond the clerical building, are many other employees; scrip-clerks, drivers, porters, etc. And a bustling scene it is, too.

Immense quantities of freight (and multitudinous paper packages, as well) come in and go out at this depot, for the Hudson River Railroad is the American's right bower, and connecting as it does with the mighty New York Central and its tributaries, the two counter streams of Express matter, constantly passing each other over two of the Hudson's four parallel tracks of steel rails, might well be compared to great rivers, not of water, but of merchandise. The American is of incalculable service to trade and travelers on those grand thoroughfares.



Wm. G. Fargo

President American Express Company.

CHAPTER V.

THE UNITED STATES, THE NATIONAL, THE SOUTHERN, "NEW JERSEY," "CENTRAL," &C.

THE UNITED STATES EXPRESS COMPANY IN NEW YORK STATE is under the supervision of Charles A. DeWitt, and has been for many years. As long ago as 1858, my record of the Express service spoke of this excellent officer of the institution (then of limited, but now of wide usefulness), as thoroughly skilled in the business, and bound to act well his part in making it a success.

His office for the transaction of the company's down-town clerical work is at 82 Broadway, where it has been for many years. Under this office, with its commodious counters, desks, and superintendent's room, is a convenient basement for the reception and delivery of freight. New street, immediately in the rear, is adjacent to Wall street, and the wagons are loaded and unloaded there. But the business at "82" is only a small indication; much being done at its seven up-town offices; and the bulk of it in Jersey City, but under A. Thayer, a worthy brother of the deceased general agent. There has been little change in the organization for many years, except the nominal one of giving its master-spirit, Henry Kip, the office of president, in addition to his long-held, and well-filled, position of general superintendent. He is still a constant traveler over the extensive area of his company's operations, and must be, by this time, as familiar with every portion of it as he is with Buffalo, his home. Though a sexegenarian, his countenance and physique indicate the vigor of the meridian of life. He must thank God for having given him an iron constitution.

In 1879, this company lost a valuable officer by the death of its New York city general agent, of whom an obituary notice will be found in the chapter entitled, "In Memoriam."

The company's grand route in the State of New York was originally worked by the "American," but for more than a

quarter of a century it has afforded its facilities to the United States Express. Of course, I allude to the Erie Railroad, on which, by the way, Kip has, from time to time, improved advantages for his line. The United States' connecting roads, to the west, are the Atlantic and Great Western, and Lake Shore and Michigan Southern. Among the points served by this very active company are the following flourishing towns and cities in New York State: New York, Buffalo, Rochester, Dunkirk, Auburn, Batavia, Binghamton, Elmira, Canandaigua, Geneva, Ithaca, Niagara Falls, Newburg, and Rondout. In New Jersey it has an agency at Hackensack and another in Paterson, and only a few in Pennsylvania, but in Ohio a handsome representation in a score or more of the largest and most populous cities and manufacturing towns.

While this company was always ranked as the third of the four great Express corporations, it is, in fact, of much smaller force than its older competitors; but it has "the faculty" of making the most of what it possesses, and, through very close and careful management, has maintained its position under some serious discouragements.

Probably it did not escape scot-free from the injury inflicted by the Merchants' Union Express Company, during its brief existence, upon the other great companies; but its more permanent hurt is through the ambition of railroad managers to have their own expresses.

The United States Express has its chief freight office at Jersey City, convenient to the Erie railroad depot. A. Thayer, the agent, is in the meridian of life, and a veteran in the business.

Besides a local stable there, the company have a fine large one on Church street, in rear of the "Trinity," in charge of Edwin Pultz, who has been superintendent of that department for twenty-five years. The company has in New York and Jersey City 130 horses, 33 double wagons, and 29 single wagons. It employs nearly 100 drivers and helpers, and 25 stable hands, at this time (1880).

"THE SOUTHERN'S" OFFICIALS IN NEW YORK.—As our "Southern" friends, Henry B. Plant and M. J. O'Brien,

have much official business in New York city, it may be well enough to allude to the fact here, though deferring the history of the company to a later chapter.

The Southern Express Company connects with the "Adams," "American," and "United States (and hence is enabled to contract for the delivery of freight anywhere, east or west); but it has no Express office, exclusively its own, east of Richmond, Va. Its headquarters are in Augusta, Georgia; its stockholders are Southern men, and it looks to the south exclusively for its support. Its name is borne by a dozen or more handsome wagons in the streets of the great money centre of the country, but only its president has an office in New York. In December, 1875, Mr. Plant, its founder and present head, removed his office from 59 Broadway to the commodious suite of apartments occupied by himself and his secretaries, in Twenty-third street, near Fifth avenue. It was the old home of the Nathans. "And thereby hangs a tale" of "murder, most foul, bloody, and unnatural," which will be found in another portion of this volume.

THE NATIONAL EXPRESS COMPANY IN NEW YORK.—The New York business of the National Express, exclusively its own, is very limited; yet, through its connection with the American (in whose building, at 65 Broadway, its office is located), it is very useful to the bankers and merchants and others having packages, &c., to obtain from, or forward to, the northern portion of New York and Canada, per Harlem Railroad to Troy.

Johnston Livingston, for many years an owner and director in the Harnden and Thompson & Co.'s Expresses, is resident director of the National, and L. W. Winchester (so long the manager of the Harnden subsequent to 1850), is the superintendent in its New York office; a position to which he was appointed in the summer of 1867.

It is now thirty-eight years since this faithful and respected manager began his long and useful career by enlisting, while yet a mere youth, in the service of Wm. F. Harnden (March, 1842). Conscientious and intelligent discharge of every duty *tells* in Express employment, and, advancing step by step, Winchester became the manager of the Harnden in New

York, and so continued for nearly fifteen years, until its final decease (which for a long time had been a foregone conclusion, it having been purchased by the Adams), was made public in the abandonment of its distinct office and routine organization.

In the Express History of 1858, the Harnden and National were mentioned as being in the same building together, at 74 Broadway, and a picture of their joint office was given. At that time, D. Barney was president of the National; Major Pullen, New York manager; and L. W. Winchester, treasurer. His very acceptable execution of this fiduciary trust led to his appointment to the position of manager, by the new owners of the National, July, 1867. Time has dealt gently with the healthy physique of L. W., and his always cheerful and equable temperament is remarkable.

"THE NEW JERSEY EXPRESS" AND "CENTRAL" are owned by the Adams, and their New York city headquarters are at No. 59 Broadway. Their lines are limited to the middle States, but, as will be shown in another place, both are very useful in the numerous manufacturing towns of that populous section.

Another subordinate Express is the "DELAWARE, LACKAWANNA AND WESTERN," whose office in Park place is presided over by Superintendent John M. Fraser. This is a lively little enterprise, and ought to pay well. It has 900 miles of railroad route, in all, and operates in a good field and under the most favorable circumstances. Mr. Fraser is superintendent, also, of Westcott's Long Island Express.

There are in New York city several minor companies for the conveyance and transfer of baggage, such as the Westcott, Dodd's, Dunn's, and one or two others, besides a dozen or two of individual enterprises of more humble pretensions; but not a tenth part as many small local expresses as there are in Boston.

I saw in Park place, last summer (1879), a two-horse wagon with its sides emblazoned with this device, "U. S. MAIL EXPRESS." It was the first and only vehicle devoted to Uncle Sam's Express business that I have ever seen. A fit parallel would have been another vehicle with the legend, "The American Express Postal Company."

CHAPTER VI.

EXPRESS OPERATIONS IN NEW JERSEY AND PENNSYLVANIA.

THE ADAMS EXPRESS business in the middle States, Maryland, Delaware, and the District of Columbia, is of immense magnitude, and, in an area so densely populated, could not fail to be profitable, even if it were without the lucrative government and banking patronage, of which it has enjoyed, through the wise management of its directors and superintendents in this, its richest field of operation, so much during the last thirty years.

Sam. M. Shoemaker and E. S. Sanford seem never to have forfeited the good opinion of government officials and the public, in the District and adjoining States, and not one of the many financial institutions in that centre has ever enjoyed more fully, or more deservedly, the confidence of the Treasury Department, the bankers, the insurance companies, and the people, than the Adams Express Company. During the war of 1861-4 it was one of the national administration's most useful auxiliaries.

Immediately after the prompt response to the President's first call for volunteers in 1861, and the concentration of troops at Annapolis, Md., the Adams Express was overwhelmed with all sorts of parcels and packages addressed to members of the many regiments, and had to have several large buildings hastily constructed to store the goods. That was Asa Blake's opportunity, and the lively little expressman was sent thither "to straighten out things;" which much needed service he performed (with the aid of a strong corps of soldierly assistants), with such celerity that in a few days the prodigious accumulation of packages were all dispatched in lots, each lot addressed to the regiment to whose members the packages, &c., belonged.

After that bustling experience Asa Blake was dispatched to New Orleans, upon the capture of the Crescent City (as it was called) by the Union forces, and made boss brigadier of boxes, bales, and bundles carried by the Adams to the "Boys in Blue" down there.

The Adams has extensive and profitable interests in the middle States. There are some cities in New Jersey, like Elizabeth, Newark, and New Brunswick, for instance, of whose remarkable growth in business importance we ought to have had some mention by the superintendent of the "NEW JERSEY" and "CENTRAL EXPRESS" lines (belonging to the Adams), and in the absence of the particular information, which he has failed to furnish, we are left to infer that the company is doing so large a business in his territory that he has no time to jot down the desired data. *Par consequence*, it may be properly inferred, too, that to yield such quantities of Express matter, the multitude of manufactories in the big bee-hive, which we call New Jersey, are all worked to their utmost capacity by the extraordinary demand for their products this season; and the national thanksgiving was never more suitable in that fruitful State than at the auspicious close of the autumn of 1879.

J. H. Ackerman, the able assistant superintendent of the NEW JERSEY EXPRESS, is "aided and abetted" by W. H. Glenn, route agent, and S. Lindsley, cashier, in the Newark office.

George Eager is the efficient freight clerk in the New York office.

Newark is famed for many products, but chiefly for its tons of jewelry.

THE CENTRAL EXPRESS (F. A. Runyon, assistant superintendent) has a few stations in New Jersey; but its strong points, of which it has many, are in Pennsylvania, which it shares, territorially, with the excellently well-managed UNION EXPRESS COMPANY—an enterprise of many years' standing, and owned jointly by the Adams and American (T. J. Hudson, assistant superintendent), by whom it is operated in some portions of Ohio also. The "N. J." has about a dozen Express offices in Pennsylvania; the "Central," 165; the Union, 185; and the parent company nearly as many more. Its New York office, at 59 Broadway, is in charge of Mr. Chas. Carter, a veteran in the service.

The UNION EXPRESS COMPANY, local in Pennsylvania and Ohio, is not identical with, or in any way related to, the new expresses recently started in the southwest and dubbed with the same name, or something almost like it.

F. Lovejoy, superintendent of the Pennsylvania division of the Adams Express, and located in Philadelphia (where the main office is "a feature" of the business centre of that grand old city), supervises, also, the "Central" and "New Jersey Express" lines, and consequently finds full exercise for his well-known and long-approved experience as route manager and metropolitan executive.

His assistant on the Central is F. A. Runyon. A. N. Wilking is route agent, and H. B. Arrison, auditor. Mr. Runyon is a man of superior intelligence, business acumen, and that kind of talent and address just suited to the service in which he has been so long and creditably engaged. At this date (1880) he resides at Easton, Pa., and, if he is as good a citizen as he is an expressman, must have secured a high position in the estimation of the people of that thriving place. It is a luxury to be allowed the opportunity to print the praises of expressmen who are an honor to their kind; and he is one of them.

J. H. Ackerman, of Newark, is the assistant superintendent of the "New Jersey." The company is fortunate in having him, and such able co-workers in the operation of that important line.

In Philadelphia the Adams is supreme in its control of the Express business. Neither of the other great companies have any part or lot in it. The foundation so well laid by Edward S. Sanford, personally, as the local manager of Adams & Co.'s Express in Philadelphia, in conjunction with Shoemaker's management of it in Baltimore and Washington, from 1845 to 1854 (when the firm became a corporation), and for nearly ten years later, was substantial and durable; for it was founded upon mutual kind appreciation between the company and its customers—Sanford's course being pre-eminently liberal and conciliatory.

Naturally enough, in making this brief allusion to the very large business done by the sole great Express company within its vast circumference, I would like to "let on" (a phrase which, I believe, had its origin in the Quaker City), about the increased magnitude of Philadelphia, and the wonderful growth of its mercantile power (more especially its manufacturing

forces), since Wm. F. Harnden ran his first Express to it in 1840, and his agent, E. L. Stone, hired desk-room on Chesnut street.

In that earlier day, neither Sanford nor Shoemaker was in the service (Sanford commencing two years later, in New York city), and the Burke & Co. enterprise had not ventured further south or west than New York.

It was the outset of the famous political era, the Harrison campaign, and of the excitement in Congress and the country, caused by the multitude of anti-slavery protests, and the old-man-eloquent's persistent defence of the sacred right of petition; a time when a few words spoken in exculpation of John Quincy Adams, there anent, came nigh affording me a sudden pass out of Georgia; a season of anti-abolitionist riot even in the "City of Brotherly Love" itself, as I well remember, being there at the time.

But Philadelphia did not embrace, in those comparatively primitive days, the unkempt and turbulent districts which had grown up outside of the city limits, with their fighting volunteer firemen, and heterogeneous roster of law-defying roughs. Its population, through the annexation of those ultra-mural sections, and natural increase, has quadrupled in forty years; and from being a city of store-keepers, and a suitable minor percentage of mechanics and artisans, Philadelphia has become the location of thousands of manufactories, employing two or three hundred thousands of men, women, and children; and in this respect excelling even New York.

I have a very vivid recollection of how Philadelphia looked to me in the summer of 1836, because I was barely out of my teens then, and youthful impressions of important localities are stronger than in riper manhood. I well remember how I admired her ornamental squares and parks and waterworks; to say nothing of her First Congress building, and many other revolutionary relics. Also, her few able literary men, of whom my favorite was Joe C. Neal, the author of the inimitable "Charcoal Sketches." The *Philadelphia Inquirer* and the *Post* were then (if I remember rightly) the strong journals, and the *Ledger* was in its infancy, and might have been bought for a song. Now it is probably the most valuable newspaper proprietary south of New York, and that favored Child of for-

tune, its original impecunious owner, is a millionaire. In short, the *Ledger* is, in some sort, an index, too, for it indicates in its own growth the growth of the great city which has sustained it.

The Adams Express is another token of the prodigious progress of "The City of the First Congress."

In 1854, the owners of the three lines of Adams & Co., Harnden & Co., and Kinsley & Co., all doing business at that time in Philadelphia, united in consolidating them into one, entitled "The Adams Express Company," but for some years later the three parties to that arrangement seemed to be distinct proprietaries, each continuing its officers, operative force, and routes as before; because more satisfactory, in some respects, to the public. However, the general business depression which attended the incoming of the present decade, inculcated so strenuously the necessity of economy in Express expenditures, that the triplication of offices, &c., &c., was abandoned years ago, and now the names "Harnden," and "Kinsley," once so familiar in Philadelphia and elsewhere, are things of the past.

And, by the way, the son of Wm. F. Harnden has resided many years in San Francisco. He was a clerk with Wells, Fargo & Co. a long time, but subsequently obtained an easier and more remunerative position in a bank. In a recent letter to the author his allusion to that fact was suggestive.

The salaried employee is usually placed at a great disadvantage in times of unsettled prices for the necessities of life. In the season of great business depression labor is cheap, and his pay is cut down correspondingly; but when prosperity returns to the mart and the manufactory, and prices of produce, groceries, meats, and dry goods, and rents go up, and it costs him a great deal more to live than it did when trade was dull (his own pay not being raised in like ratio), he is the victim of "the times," which ought rather to have improved his condition.

The venerated widow of Wm. F. Harnden is still (January, 1880) living, and in good health. In a letter recently received from her, she expresses a desire to enrich this volume with a good picture of her husband, the pioneer expressman, but fears it is too late. A like wish has been kindly expressed by the honored widow of Henry Wells, but the author cannot avail

himself of it in the present edition—a circumstance which he really regrets.

The "PENNSYLVANIA DIVISION" of the Adams, the head of which is F. Lovejoy, in Philadelphia, has an able force in that city. It consists of J. H. Rigney and J. H. Creswell, assistant superintendents; G. H. Marsham and James Kane, route agents; T. Fitzgerald, cashier; Wm. M. Davison, auditor; and prominent in the right flank, our old friend, Harry Gorman, and some other ancient favorites. Besides, there is a younger growth of helpful fellows who "make things spin" sometimes. May they all live through the score of years which remain to this nineteenth century to give a cheerful welcome to the advent of century No. 20. Really, the original Expressman is Father Time, and his runs stop for no man.

CHAPTER VII.

THE ADAMS EXPRESS CO. IN MARYLAND AND VIRGINIA.—THE BALTIMORE DIVISION, AND ITS SUPERINTENDENT.

Samuel M. Shoemaker is, as of old, the managing director in Baltimore, and the same genial gentleman as of old. The Baltimore division of the Adams includes all of the service over the following-named railroads: "Western Maryland," "Emmetsburg," "Baltimore and Potomac," "Pope's Creek Line, B. & P.," "Alexandria and Fredericksburg," "Richmond, Fredericksburg and Potomac," "Washington and Ohio," "Annapolis and Elk Ridge," also on the "Bay Line" steamers. Geo. C. Hildt and D. Herring are the very efficient route agents.

The principal points, besides those indicated by the above summary of routes, are Washington, Georgetown, Leesburg, Norfolk, Hagerstown, Westminster and Williamsport, Md.

A. D. Keener is cashier, and John H. Ehlen auditor, in the Baltimore office.

The merchants and bankers of Baltimore are the fast friends of the Adams Express Company, and its business at this important entrepôt and distributing point has been large and lucrative for thirty years or more; and now, in spite of the competition of the Baltimore and Ohio Railroad, is still ahead (1880).

J. Q. A. Herring, now superintendent, has officiated as assistant superintendent of the Baltimore division ever since 1869. Like that other Herring in Chicago, whom we know as "*Ab*," J. Q. is a finished workman. He can now look back, and down, on the inclined plane (up which his persevering and intelligent application to every duty entrusted to him during the last thirty years has so creditably brought him) with conscientious satisfaction. It is cloudless.

He began with the Adams, in 1852, as a messenger on the Baltimore and Richmond, Va., route; carrying his freight in a small four-wheeled car, holding little more than one of our

double wagons, in these days. The transfer at Washington was in wagons, to wharf, whence it was taken in steamboats to Acquia Creek, in "crates," which could be easily run on to a platform car, in the train, on the Richmond and Fredericksburg Railroad. The crates (or crate cars as they might well be called) are of a capacity to hold about a single wagon-load, and are easily transferred from boat to train. They were used by the Harnden and Adams as long ago as 1845, on Long Island Sound, and are still regarded as a great convenience.

A Herring ought to have been "at home" in the water; but after running a year as messenger he could say that he had lost but one week, and that was from illness caused by bathing in the James river, at Richmond, with our old friend, Geo. Curtis, then of the New York office. Whether or not his becoming thoroughly red conduced to render him more appreciated is not stated, but certain it is, that soon after his first year he was honored with some important trusts out of the ordinary routine. He was dispatched by Shoemaker several times to the far South in charge of heavy amounts of coin; from which it is evident that he was highly esteemed for fidelity and intelligence, combined with prudence and dispatch.

This was followed, from time to time, through a series of years, by promotions, until he was made by his appreciative employers assistant superintendent of the Baltimore division of their Harnden Express, under the management of L. W. Winchester, with whom also he became a favorite. In 1869 he attained to his present very responsible and laborious position as superintendent of the Adams, and right-hand man of S. M. Shoemaker, who had placed a high value upon Herring's services during the war. Immediately at the heels of the Gettysburg battle, the Adams created a hospital corps, of which Herring took charge, and both Union soldiers and Confederates thanked God, and with good reason, for what Shoemaker's Express hospital corps did for their wounded.

The memorable battle was fought on the 3d and 4th of July, and the Express messengers of mercy and assistance were on the field on the morning of the 5th, with Herring at their head.

During the hottest of the fight, the Adams Express was the bearer of dispatches from Washington to the Union army; riding on horseback many a mile at breakneck speed, at a cost of cuticle not minded at the moment, but felt very sorely in the seat of honor for a week afterward. One such ride was usually enough for the average messenger, and none desired an *encore* in so stern a service.

That would have been a grand time for Asa Blake, or Caleb Hoogs, to have shown his equestrianship, but the former (if memory serves me), was making himself useful in New Orleans about that time, and the rotund Boston messenger, since deceased, was on his old beat on Long Island Sound.

The national capital, usually a quiet place when Congress was not in session, was a continuous scene of excitement during "the war-term," and busiest of the busy were the Adams expressmen.

How different from the placid days when the staid Eben Smith and rosy George H. Burns were the functionaries, and Washington was still the "city of magnificent distances."

In the early days of the Express there, it was not an uncommon thing to see the majestic form of Daniel Webster, with his hands crossed under the skirts of his blue broadcloth dress-coat, walk slowly in and ask for a parcel; or for the taller figure of the kingly Kentuckian, Henry Clay; or the more corpulent and no less dignified Thomas H. Benton; or the sturdy but quick-moving John Quincy Adams; to accost kindly the man at the counter, and accord pleasantly a portion of patronage. All respected the expressman, and as long as they had a voice in Congress his vocation was safe from the infringements of postmasters-general.

Throughout that period of great statesmen—years after John C. Calhoun had passed away, and up to the last moments of the grandest of his contemporaries in Congress—the pre-eminent utility of the Express companies was acknowledged, and honored, in no city of the Union more than in Washington, in the circles of which those illustrious orators were the centres.

It was not until after the grand events embraced within the period from 1860 to 1865, that the appreciation of the

Express service began to diminish in Congress, and in a new crop of legislators (the natural product of the general disgruntlement of affairs succeeding the war), a few enemies of our business, combining with persons who aimed to wheedle Uncle Sam into carrying their parcels, by mail, at a lower price than the Express companies could afford to, found ready means to graft a package-carrying business into the postal service.

Mr. Lincoln never favored any proposal for so unwise and unjust an extension of the post-office business.

[Allow me to make just here a brief mention of my first and only sight of that awkward, but sagacious and noble-minded President. I think it was in 1863, on Pennsylvania Avenue, in Washington. I saw several members of the cabinet emerge from a car, and hurry unceremoniously toward the capitol, followed by a tall, thin, sallow-visaged man, whose long legs soon overtook them. Then, as he craned his head over, and between, the faces of Blair and Cameron, and smiled, I recognized Abraham Lincoln—the smile was so wholesale, and the resemblance to his portraits so palpable. The gentlemen whom he had overtaken (Blair, Cameron and Wells), were probably hurrying to a meeting of his cabinet; and so unceremoniously that they neglected even their chief, and treated the President of the United States as if he were only another tardy boy hastening, like themselves too late, to school.

All were dressed in the conventional court dress of black broadcloth; but their appearance was most radically republican in its simplicity, and I could not but “smile audibly” as I compared these heads of the national government with the bedizened and pompous sovereigns and courtiers of Europe.

Like poor Yorick, Abraham Lincoln was a man “of infinite jest.” It was prejudicial to dignity; but it was well that he was naturally so cheerful, else the soul-saddening solitudes and discouragements which fell to his lot during the war must have broken him down long before Booth’s bullet pierced his brain.]

We are now in view of the routes of the Adams in Virginia; and suffer me to describe them as we go. The Virginia

Midland Railroad commences at Alexandria, Va., and terminates at Danville, Va., 236 miles; passes through a section of country made famous by the late war, as the scene of many of the conflicts between the contending armies. Alexandria is an old city; contains the Virginia Midland Railroad Co.'s shops, also a national cemetery, and it was at this place that Colonel Elsworth was killed at the breaking out of the war. The city was once a large grain market, and had a very heavy fish trade, but now does a small business, and shows signs of decay. Population about 1,400; no manufactory.

Manasses, 27 miles south of Alexandria, is the junction of the Strasburg branch of the Midland Railroad, and has become celebrated as the battle-field of the first conflict of the war, and which resulted so disastrously to the Union forces, known as the Bull Run defeat. Culpeper Court-house is a thriving town, has a national cemetery, and ships very heavy in the way of produce. Gordonsville, Va., is junction of V. M. and C. & O. R. R., and is transfer point to and from these roads, north, south, east and west. One of the institutions of the place is the number of women met with at the depot, with waiters on their heads, dispensing snacks to the hungry traveler—and is often called "Chickentown." The headquarters of the route agent, David Herring, is here. He has the management of the Express on the C. & O. R. R., and V. M. R. R. He is an old employee, having entered the service of the Adams Express Company previous to the war, as messenger between Baltimore and Knoxville, Tenn., and, with the exception of the duration of the war, has been in the service of the company in different capacities. (Appointed route agent in 1872.) Charlottesville, Va., 22 miles south of Gordonsville, Va., is also a junction of V. M. R. R., and C. & O. R. R., and transfer point south and west. It is quite a handsome place; contains the University of Virginia, founded by Jefferson, and in full view of Monticello, his old home and burial-place. A fine fruit country surrounds the locality, and there are especially some very large vineyards, from which enormous amounts of grapes are shipped by Express to the northern markets. There is also a wine company, manufacturing different kinds of wine, which has such a reputation that it gained the prize

at the Paris, Vienna, and Centennial Expositions, over all other American wines. A woolen mill, manufacturing men's wear, does a large business, and finds ready sale for all it can manufacture. Leaving Charlottesville, and going south 60 miles, we come to Lynchburg, Va., where Express transfer is made to Atlantic, Mississippi & Ohio Railroad for the south and southwest. Lynchburg has sixty tobacco factories, three flour mills, three foundries, one rolling mill, one furniture factory, three cigar factories, four banks, four hotels, two daily papers, sixteen churches, and several public schools (with an average daily attendance of 1,600 pupils). The population is about 20,000, and has unlimited facilities for transportation, *via* V. M. R. R. to Danville, A. M. & O. R. R. to Norfolk, and Bristol and James river canal from Buchanan to Richmond. The transfer made at this point to the Southern Express Company is always quite heavy, and the promptness with which it is made is the subject of encomiums from both the railroad people and travelers. W. R. Twyman, agent of the Adams Express Company at this place, entered the service in 1855, as clerk at the Charlottesville office, and has occupied all positions in the company up to his present, and given entire satisfaction to his superior officers. The Adams Company runs a double daily over the V. M. R. R., with five messengers between Baltimore and Lynchburg, and one between Alexandria and Strasburg. The whole line of this road has become historical, and the route agent in charge, who saw some of the scenes enacted in it during the war, has good reason to prefer its peacefulness now, to what it was in 1861-2-3 and 4.

The C. & O. R. R., running from Richmond, Va., to Huntington, W. Va., is destined to become one of the trunk lines from the west to the seaboard. It connects with the steamboat system of the west on the Ohio river, and with water and rail connections to all points north and south at Richmond. The scenery on this road is grand in the extreme; and the iron and coal trade is yet in its infancy, though there are numerous furnaces for iron and coke, and coal mines are in operation, the development of which are only limited by means of transportation. Staunton, on the line of the road, is junction of C. & O. R. R., with valley branch B. & O. R. R.

The Express business here is quite an item, and the Adams is represented by Richard (Uncle Dick) Hawkins, who commenced the business there before the railroad was completed, by carrying Express in stage from Charlottesville over the mountain. These two roads are part of the Baltimore division of the Adams Express Company, and are under the superintendency of Jno. Q. A. Herring. Some of the messengers have been with the company twenty years, and while business is not so heavy as in war times, still it shows an increase yearly. We have in opposition to this division, the B. & O. R. R. Express, and the A. M. & O. Express. Washington, D. C. office has the well known Geo. W. Moss as agent, and the Richmond, Va. office is presided over by Mr. J. H. Gibson.

CHAPTER VIII.

ABRAHAM LINCOLN AND THE WAR DEPARTMENT.—THE ADAMS AT THE SEA ISLANDS.—THE EXPRESS IN CAMP AND HOSPITAL.—AN EPISODE.—THE SHAKSPEREAN CHAPLAIN TO COLONEL HALL'S 47TH NEW YORK.

The Express was a favorite institution with Abraham Lincoln, both before and throughout that memorable administration.

His cabinet was in favor of it; and to the Secretary of War, Mr. Stanton, it was peculiarly useful. When the Union fleet, commanded by Com. Dupont, captured Hilton Head, Beaufort, in South Carolina, and with them (a few months later) Folly and Morris Islands, it was he who planted there the Adams Express, and gave it special facilities both on the land and in the government propellers plying between New York and Hilton Head, and between the latter port and those fortified islands, during the bombardment of the city of Charleston. The veteran John K. Stimson was its general agent. I had myself the pleasure of lending a hand, occasionally, in the same service at Beaufort, when there was a rush of express matter for "the boys in blue" (some of them "black and blue"); and can attest to the friendly offices of Mr. Stanton and Admiral Dahlgren. The expressman was always welcome on board the flag-ships.

And, by the way, I was "the representative expressman" at Fort Gregg, on Morris Island, off Charleston, at a festival held in the bomb-proof one day in honor of a flag-raising, under the direction of Maj. Gen. Terry, and in presence of his staff and the artillery regiment stationed there.

There were other general officers, and among them Col. Ulric Dahlgren, brave but unfortunate son of the commodore of the fleet at the time, who had lost a foot at the battle of Winchester, Va. (I think it was), and for some months, though all right in the saddle, had to use crutches when walking.

The fire from Fort Sumter upon Fort Gregg had ceased for a day or two, but it was confidently expected that when "the stars and the bars" were hoisted to the top of the new flag-staff (hitherto only a regimental flag had been used), the enemy would ricochet a few shells at it, or into the regiment band under it while playing the Union anthem. Consequently the general and his staff prudently retired to the bomb-proof; and, after playing two or three national airs, the musicians followed their example, leaving young Dahlgren leaning against the low wall overlooking the scarp of the fort; only two or three rods from the base of the lofty staff, which served so well for a target to the artillery practice of the alert foe.

I stuck by the crippled colonel, for he was in a certain sense in my charge (having accompanied me to the fort); but I confess I was not half as easy in my mind as he was, and, though I hated to leave him, I could not avoid daintily indicating the superior attractions of the bomb-proof.

With a slight curl of his upper lip, the fair-faced young hero deprecated the prudent withdrawal of the general and his staff, as a bad example to the men. It indicated, he thought, a lack of nerve. I could not coincide (preferring to *go* inside), but remained with him until, it seeming evident that there was to be no "fun" from the enemy, Col. Dahlgren resumed his crutches and followed me into the cavernous shelter, where Gen. Terry was presiding, with his accustomed genial dignity, over a part of the good things with which a long narrow table (illuminated by a row of candles, and strongly scented by the further perfuming power of sundry pails of punch), was loaded. It was a long, low-studded room in the bomb-proof, and with its crowd of from thirty to forty officers, standing at the convivial board, feasting, toasting, and speechifying, presented a very unique and memorable scene.

"*How we suffer!*" remarked an officer to me, with a smile.

Among the many toasts given was one (I think by Gen. Terry himself), to "THE EXPRESSMEN." Of course I felt it due to our craft to respond, and made a few remarks complimentary to the army and navy, two branches of the service rather hazardous to couple together in a tribute of praise at

that period on the Sea Islands ; inasmuch as a little shame-faced jealousy had arisen from the fact that each claimed the sole honor of the capture of Fort Wagner, when, in truth, neither could have achieved the victory without the other.

Indubitably the gun-ships of Admiral Dahlgren, having a good range across the island, protected the advance of the army upon the enemy's so-called impregnable fortifications, and hence the merit of the result of the combined assault was mutual.

By the way, none of us could imagine at the time why the expected shot and shell from the grey-backs did not greet the beautiful flag whose ample folds then, for the first time, floated over Fort Gregg, and flaunted in the free air its defiance to Charleston. The shot-filled battlements of Sumter, so near at hand, were as still, and apparently harmless, as a Sabbath morn in a rural hamlet. Not a gun from Charleston nor from Fort Moultrie. Perhaps that was too much to expect, but Sumter must surely be napping.

Or had a sudden spasm of revived affection and veneration for the stars and stripes seized the gunners, or the commandant, when the national banner, flung to the breeze from the lofty flag-staff, astonished their wondering optics ; and hence they had no heart to fire upon it ?

Probably the white tapering mast had not been seen by them, and the great flag, looking isolated and unheld, must have seemed, to some of them, an optical illusion, or something as preternatural as Constantine's cross in the sky.

Poor Ulric ! I had dressed his footless stump for him while he was John K. Stimson's guest at Beaufort, S. C. ; and his fair, frank, manly young countenance, and high-bred yet simple manners, won my cordial esteem, and I could not but admire his indifference to the pain of his mutilation when, assisted into the saddle, he would ride his horse as cheerfully as the most hale and hearty among us.

He was a good horseman, and graceful in spite of his single foot. Yet under that superficial ease, Col. Dahlgren carried, it has been said, a broken heart. Disappointed in a misplaced affection, and attributing it to the maimed limb, life had no longer any charms for him ; and shortly after his return from his final

interview with his noble father on board of the admiral's flagship, he sailed for New York, and repairing immediately to Washington, planned his rash venture upon Richmond, the capital of the Confederacy. At the head of about a hundred brave fellows as reckless as himself, Col. Dahlgren (with what Macaulay would have called "a fine audacity," essayed an achievement, which, had it succeeded, would have made him renowned in the annals of war. But of the hundred chances in the case, ninety-nine were against him. His intended expedition was strictly confidential, he supposed, but the secret was not kept so inviolably but that the Confederate commandant was fully apprised of it, and consequently stationed a greatly superior force of picked men in ambush in the woods, on the sides of the road by which young Dahlgren's mounted company would approach Richmond. It was dark when the latter reached this wood, where death surely awaited them, for every man of them was a conspicuous target, because mounted, while the enemy in ambush, being on foot and in hiding, were invisible to the victims, into whom they poured with impunity a deadly fire, several times repeated, until every saddle was emptied. It was a perfect massacre. The unfortunate Dahlgren (it was reported a few days later), was not only killed but cut in pieces, and his mutilated remains thrown into a hole and covered with sand, near where he fell.

Admiral Dahlgren did not long survive the death of his gallant son, but long enough to see the integrity of the Union vindicated, and the flag he loved again waving in every section and over every State.

I remember being in his cabin one day, in the harbor of Charleston, when a young man was brought in who had made his escape from that beleaguered and much battered city, by swimming to one of the commodore's scouting boats which, under the cover of night, had approached the palmetto piers in quest of useful information. [It was a hazardous service, shared on more nights than one by Ulric Dahlgren himself, during his brief sojourn with the fleet.]

The fugitive, a Yankee, possessed of considerable mechanical ingenuity, had made in miniature a wooden model of a portion of Charleston, including, of course, its fortifications

seaward, its beautiful battery, &c.; and this valuable little "work of art" he had managed to bear upon his head or shoulders without injury, while swimming to the boat.

I was not present at the interview which followed his appearance before the admiral, and cannot say how useful his disclosures as to the condition of affairs in Charleston may have been, or whether his pretty model was of any practical utility to the fleet; but they were at any rate of some service to the man himself, inasmuch as they were the means of obtaining for him free transportation to the north.

The Express matter (as we are accustomed to call our freight and money parcels), such of it as was intended for the marine service in the Department of the South, was usually called for by an officer from the fleet, usually a purser, or a boatswain, assisted by some sailors.

I have a very pleasant recollection of one of these gentlemen, who called upon me one day at Hilton Head during the war—Charles Muzzy, a purser, originally from the vicinity of the "battle-ground" in old Lexington, Mass.—one of the sweetest tempered, kindest-faced fellows that ever lived.

He had got his men off with the Express matter for his ship, and came in to shake hands with me and be off himself. He was one of those happy fellows who can be very jocund and "playful as a boy," without a drop of stimulant; and he was so then. Poor Muzzy! he little thought he was so soon to end. He went on board his ship, which lay in the offing, and shortly after saw a suspicious-looking machine floating towards the bow, and, giving the alarm, hurried below. That was the last that was seen of him. The next moment the torpedo (for that's what the infernal machine was), exploded under the vessel and sunk her, with all on board. Many escaped; only a few were drowned, but among them was our pleasant friend, the purser.

The Adams Express had a good-sized sectional building of its own at Hilton Head. It was spacious enough to afford ample office and freight room, an inner driveway and platform, and "bunks" for Stimson's assistants, ebony porters, and cook; together with a dining room and kitchen; but the business grew so large, that in 1863 the general agent obtained permis-

sion of the provost-marshal to erect still another building for the storage of freight. It was barn-like, but expensive, nevertheless ; rough pine boards costing \$60 per thousand feet. The office edifice was only one story high, yet sightly enough in its corner of the large square, which Gen. Hatch, or his predecessor, had improvised on the sandy shore, from which he had had a wooden pier of respectable length and capacity constructed, to enable the government propellers to deliver or take aboard their freight of men and stores.

A lively scene was the long pier, with its heterogeneous throng, white and colored, but with a predominance of blue uniforms, most any day in the week. Yet, strange to say, on the Sabbath it was usually very staid and quiet. Both General Foster and the provost, Colonel Wm. Hall, had, themselves, a profound respect for the sanctity of the day, and they enforced its observance generally.

The licentiousness said to be common to camps, was not at all manifest in the Department of the South, either under General O. M. Mitchell, or any of his three or four successors to the command. I do remember, that, on the pier one day, the novel and exceedingly picturesque sight of a white man tied to a fat, colored wench (both seated *dos-a-dos* on top of a barrel), excited the risibles and ridicule of all who passed by ; and many were the compliments paid to the provost's taboo of miscegenation.

Total abstinence, also, in respect to stimulating liquors, was strongly inculcated upon the rank and file, and the dealing in them by sutlers and others was severely punished when detected. Hence, there was very little disorderly conduct in the camp and town. There were innumerable attempts, of course, made by or through the collusion of friends who shipped clothing, &c., &c., to the soldiers, by Express, to smuggle wine or liquor in the boxes, concealed in various ways, and occasionally in a false bottom to a trunk ; so the Express agent was ordered by the general or provost-marshal, to examine every box and trunk with all the vigilance of revenue officers, and destroy any intoxicating beverage found in the same. The agent delegated this painful duty to his clerks. It is needless to say, perhaps, that they performed it with fastidious fidelity ; but the colored porters, essaying to relieve them of this labor, got stupid over

it, and, for stealing a basket of champagne were hung up by the thumbs, for an hour or two, at the provost's headquarters.

Whether the Heidsick belonged to some of the island hospitals, or was intended to hasten the convalescence of some wounded officer, is not recorded ; but if that was the fact, certainly the darkies ought to have their own hides sick.

True, there was a suspicious savor of convivial life about some of the surgeons, especially their chief, and not a few rosy looking officers bore daily evidence of having tasted the convalescent's tonic, champagne bitters ; but *of course* there was no infringement of the law, nor any bad example set to their men. I only know that many of these gentlemen with their shoulder-straps had boxes by Express, that came and went *sans surveillance* ; for of course they would not have anything in them more ardent than patriotism.

The Adams had, also, an office at Beaufort, and another on Folly Island. Rates were high, of course, and I suppose the business was profitable. It was the general agent Stimson's custom to dispatch a special messenger, with an assistant, on one of the government vessels, from Hilton Head to Morris Island and Fort Wagner, with every fresh arrival of Express matter from New York. On landing, this special agent would have a proper tent assigned to him by the general in command, with a soldier or two to guard it, and, in this canvas office, deal out his promiscuous stock of boxes, parcels, letters, &c. to the eager-eyed blue-coats.

A crowd of them would gather around the door of the tent, across which a board, supported by two barrels, served as a counter ; and the scene was not without interest, even to the casual spectator. Here and there among them might be seen one of the colored troops who had fought nobly under Colonel Shaw, at the capture of Fort Wagner or Fort Gregg ; but it was rarely that anything came by Express for these dusky volunteers.

Among the rest, there were some whites just out of the camp hospital (or just ready to go in), and some who had been permitted by the surgeon in charge to go to the Express tent to inquire for eagerly-expected letters and packages from dear ones at home.

A few of them were on crutches; a few with the dumbly eloquent empty sleeves; some with shingled arms or bandaged heads; but none of these impressed us so sadly as those sallow, emaciated men, whom the prevailing disease had wasted to such weakness that they could hardly walk. These poor, hollow-eyed fellows needed only a temporary transfer to their eastern home to speedily overcome their otherwise fatal ailment, and do good service again in the army. Then, why not furlough? Ah! echo answers "why not?"

See one of them asking the agent, Gus. Barber, or Kavanagh, if he has anything for him; and he gives his name, regiment and company. Yes, there is something; and his sallow face flushes, his eyes moisten, and, with tremulous hand, he signs the receipt-book and essays to lift the little box of goodies and comforts which his dear old mother has sent to her soldier boy.

The next weak, wan applicant is not so fortunate. There is nothing for him. How often, before, has he received a like answer! He is used to it, poor fellow! He don't know it, but "the old woman" (so, in his waywardness, he used to call her), is dead. He remembers her very kindly now, and turns away dejectedly, concluding that she has "gone back on him."

The tear comes unbidden, as I recall some of the countenances that (among the crowd of happy visages) I saw on Morris Island.

I used to meet with such forms and faces in the hospitals in Beaufort and Hilton Head; some times in the yards, some times in the wards. If the debilitating disease (diarrhœa), most common to our soldiers in that climate, had not been long in them, they might be seen walking or sitting in the open air; but usually the third week of their ailment was not ended when they became too poorly to have any ambition to go out; and a month was scarce over, when they would prefer to remain in their rows of narrow cots, now growing feebler and less hopeful of recovery, they would only have an irresistible longing for home, with its darlings, its familiar accessories, the barn, the well-curb, the pasture, the hens and chickens, the lowing kine, the nutritious products of mother's cooking, and the in-

vigorating air of their native hills. Some may have hungered for Christian consolation and sanctuary privileges.

But that absorbing desire of their hearts was "clean agin" the surgeon-general's order, that furloughs must not be granted to invalid soldiers to go beyond the limits of the department. The most that they could expect was permit and transportation to St. Augustine, Florida.

Alas! that was not home, "sweet home," to any of them; nor would the soft, enervating atmosphere of that favorite resort of weak lungs do these unfortunate men any good. All who went there, with the same disease, survived only a few weeks the rough usage inevitable in the unballasted propellers in which they were transported; and to present such a patient a pass to St. A. was like giving him his death-warrant.

I talked with the chief surgeon of the department about the well-meant but really impolitic and cruel order; but genial as he was, and convinced as he certainly must have been of the justice of my expostulation, he only shrugged his huge shoulders, and blandly referred me to surgeon-general Hammond, at Washington.

I might have corresponded with our Express chief in the district, S. M. Shoemaker, and got him to lay the matter before the humane Lincoln, but I preferred to write to Charles Sumner, whom I had known in Boston.

My letter was unceremonious and earnest—quite different, I fancy, from the missives to which the senator was accustomed. It began, as near as I can recollect, with these words:

"For God's sake, Mr. Sumner, if you have any influence with the President, plead with him to procure the revocation of the surgeon-general's inhuman order, which strictly denies to sick and disabled soldiers in this department, permits to recruit their health among their friends in the north or west, and limits them to the Sea Islands and St. Augustine!"

Of course this was followed by a full statement of the baleful operation of the restrictive system, and the consequent loss of men to the army and their families.

Others also, I infer, had complained—persons of more importance than a military State agent—for in less than two weeks the obnoxious order was revoked by General Hammond,

and great was the rejoicing in the camps at Hilton Head, Beaufort, and Folly and Morris Islands.

A day or two later, on Morris Island, a young soldier accosted me with the happiest look that I had ever seen him wear.

"Stimson, I've got a furlough to go north! I shall see my folks! I tell *you*, it has set me on my pins again, only to know I *can* go!" And off he went, smiling all over, to tell somebody else of his good fortune.

It would be hard to say which of all the eastern and western regiments in the department was the happiest. Even the wards in the hospitals became comparatively cheerful.

The hardships of the service seemed lighter, and the tread of the volunteers, as they moved hither and thither, whether off or on duty, was perceptibly more buoyant.

Hundreds were furloughed, and went home, making the voyage to New York in propellers that were about as likely to go down to the bottom as to reach Sandy Hook.

However, almost all of them returned in thirty days, in good health, and quite satisfied, after their brief, but salutary sojourn with their wives and children, or the old folks at home, to come back to their camp and comrades again. If a few failed to return, it was because they had arrived at home just in time to die among their kindred, and feel the touch of loving hands cool their fevered foreheads. Probably some mean scalawags "went back on their country," and availed themselves of their parole to desert, as Mr. Stanton may have feared they would, if granted a furlough; but I believe it might be demonstrated that the loss of men by this cause was not five per cent. as much as by the compulsory detention of invalid soldiers in the Department of the South.

The fearful mortality which prevailed under the operation of that rule made business for the Express Company, that is certain. Many ominous looking oblong boxes were billed to northern homes, which their arrival was sure to make sad; and in numerous cases the deceased had not fallen in battle, but by a rapidly wasting sickness which had needed only a bracing air and a change of water and diet to be cured.

Well, that was one of the many fatal mistakes of the war, and I do not know that any one is to be blamed for it.

Hammond meant well, but knew nothing of camp life south. General Gilmore's camp on Folly Island ought to have been very healthy. I occupied, for a few days and nights, all alone, the modest tent of my brother's friend, Sawyer, the camp correspondent of the *New York Herald*, on a beach laved by the ocean.

I think it was at the close of 1862. It was certainly cold enough to be salubrious, if not comfortable. The last night in that year, what with the roar of the surf, and the trouble of keeping up the fire in my fat friend's little stove, and piling blankets on to the narrow cot, I got little sleep. Upon going to my basin to wash myself in the morning, I saw an unusual sight in that sunny clime—the water frozen hard.

That was the coldest New Year's ever known in that region, and as the several camps had neither steam-heaters nor furnaces, ye dwellers under canvas suffered some. It effectually killed every tropical animalculæ, whether in air or water, and miasmas were "*non est comeatibus*" (even) "*in swampo*."

But commonly the climate was lovely through the winter, and as early as the latter part of February the shining foliage of many tropical trees, evergreen vines, and shrubs was beautiful. Their charms suggested to Colonel Hall, whose regiment was on Folly Island (the 47th or 48th New York, I think it was), the idea of constructing an evergreen chapel. So, there being an interval of leisure, he employed his command in the execution of his architectural design. It was a grand success; shaped like a rotunda of perhaps fifty feet diameter, with high vaulted ceiling, all made up of branches of wax-leaved foliage, festooned with several varieties of delicate evergreen vines.

Colonel Hall was a cordial friend of the Express folk, and so was his regimental chaplain, Rev. H. N. Hudson, a gentleman who was "nothing if not critical." In fact he was the once popular lecturer upon Shakspeare. One lovely Sabbath morning, this worthy man took me to this sylvan sanctuary, and sat me down among some score of officers and men who had gathered there to worship God.

Both Hall and Hudson were Episcopalians, and, of course,

the services were liturgical. (General Gilmore, being a Roman Catholic, was not present; indeed, he rarely associated with his subordinates, except when military service demanded it.)

From a small platform, which was clad with the leaves of the grove near which the chapel stood, the erudite Englishman read the beautiful liturgy of his national church, and the appropriate responses were made by Colonel Hall and his guests, and such of the members of his gallant regiment as were present. Some of the men were good singers, and, on the whole, it was a most pleasing and salutary occasion.

Among the decorations there were certain emblems and mottoes, indicating that the extemporised chapel was used also for quite another purpose, viz. : a Masonic lodge.

The worship of Him who "before the mountains were brought forth, or even the world was formed, even from everlasting to everlasting," bore in the infinite mind all of the generations which were to owe their existence to Him, is a grateful duty at any time, but it is especially pleasing to witness in the military camp, or on board a war vessel, inasmuch as it is too often an unwonted and unwanted service in such places.

In both army and navy, in the Union Department of the South, there were Christian commanders. I cannot vouch for "Uncle Tom" and General Hunter, but General O. M. Mitchell, Admiral Dahlgren, and General John C. Foster were pre-eminently so. They had had, for their exemplar, the best American general that ever held divine service in a camp—George Washington; the man who was not afraid of being accused of effeminate weakness when, upon the eve of a battle, he knelt, and, in all humility and faith immovable, asked God's blessing upon his army in the unequal encounter.

After the religious service in the sylvan chapel, my quondam friend, the reverend chaplain (endeared to me by his admirable Boston course of lectures upon several of Shakspeare's best plays), took me to his snug little tent, to present me with one of the books of Common Prayer which New York Episcopalians had sent to him for the spiritualisation of the camp; *i. e.*, for gratuitous distribution, as an antidote against the demoralizing influences of the army. Of course I was grateful for so seasonable a gift, and I still keep it as a pleasant souvenir of

the time, and of a little afterpiece with which our interview culminated, and which accounted for his recent patronage of the Express.

Putting on a grave face over the topic of camp hardships, the good man, with his tongue in his cheek, remarked that it was not without its amenities; then removing some short boards, which made a portion of the floor of his canvas tent, he pointed to a miniature cellar—a hole in the sand about three feet square by as many feet deep. It proved to be a subterranean pantry. There were jars of pickles and jars of sauces, home-made brown bread and white, cakes and ale, and currant wine, nuts and other fruit, and some “pies and things,” gifts from good housewives in the north.

A modicum of these were “collated” judiciously (no other dish), and enjoyed very confidentially, and with “closed doors,” the most home-like little refection that I had had any opportunity to indulge in for many a day; my unique entertainer chuckling the meanwhile, I fancy, at his resemblance in this matter to some jolly friar of “ye olden tyme.”

It was really more toothsome than a dinner with Admiral Dahlgren on the flag-ship. By the way, the admiral was unpopular during his fleet's long tarry, because he did not batter down Charleston. His enforced inactivity was as galling to him as to any one else; but he must comply with Stanton's orders, and these commanded him to keep quiet. So he was cursed without cause. Really, he was a brave gentleman, and of consummate capacity.

The Adams Express men in this department bore even the hottest weather very well. Even Tunison (“Tunie” we used to call our consumptive associate, the money clerk), sustained his *role* throughout the summer. To give you an idea of the temperature, I will say that on the July early morning on which Col. Hall, Col. Moore and Col. Wm. M. Burger and their regiments started from Hilton Head on their unlucky expedition to capture James Island, a thermometer placed in the hot sand, through many miles of which they would have to march, indicated 114 degrees, Fahrenheit.

And, if I remember rightly, it was near about as hot during

the ill-starred and sanguinary expedition into Florida, culminating in the disastrous battle of Olustee.

Our Express boys in Newbern, N. C., and in Virginia, took it less torridly.

Sitting upon the piazza at Beaufort, in the evening (the day's work over), one of the "amenities of the season" (as I presume the two juniors, Dinsmore and Hoey, who visited the Department of the South, will attest), was the jew's-harp of our handsome yet useful *confrère*, Capt. Ralph Trembley. He was a most social and entertaining gentleman, and the first one that I ever knew to play upon a jew's-harp. But how marvelously well he evoked from that insignificant little lip-fiddle the national airs, besides some opera music, and jigs too numerous to mention, I can't begin to recount. It was not merely pleasing, it was wonderful. He was no better as an expressman than the rest of us; but as a *jew's-harpist* and entertainer he was always "ahead."

A little volume could easily be filled with the Express anecdotes and camp gossip of the Sea Islands during the two seasons that I sojourned there, but I must "hold my horses."

Occasionally, while I occupied the *N. Y. Herald* tent on Folly Island beach, I would leave the palmettoes and go to the smooth sands which were washed, in the light of the moon, by the (then) gentle ripples of the treacherous Atlantic.

Yonder was Fort Moultrie, with the grey-coated chaps whom I was curious to see; and, farther away, James Island and the mainland of South Carolina. There were those who should be our brethren, now armed in fratricidal war. And with them were expressmen, whom the ruthless exigencies of the time had as completely severed from their former northern connections as if between us stood an impassable gulf.

What had become of the *south-end* of the Adams?

Where was Henry B. Plant, its whilom manager?

We shall see.

Let us give some account of the outcome of that summary excision.

CHAPTER IX.

HOW IT WAS DONE BEFORE AND DURING THE WAR, BY THE SOUTHERN EXPRESS COMPANY, DOWN IN DIXIE.

THE earliest effort, South, to establish anything resembling Express was made by Adams & Co. of New York, in 1848, I think. Possibly it was in the summer of 1847. A very capable clerk named Daggett, who was in some respects well adapted for such an enterprise, was sent to New Orleans, with instructions to establish an Express forwarding agency there, and in Mobile, also. That was many years prior to the construction of railways between those points and the east.

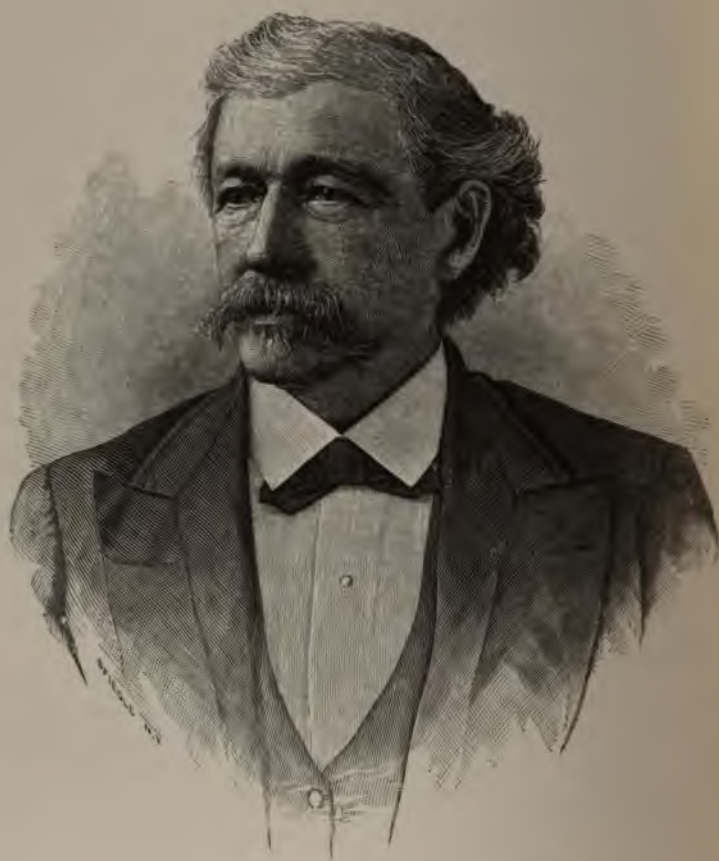
Mr. Daggett sojourned in New Orleans a few days and then went over to Mobile. He had been there only a few hours when he was attacked with the prevailing epidemic, either cholera or yellow fever, and died the same night.

This sad calamity ended for the time all expectation of initiating an Express movement in the Gulf States.

Nothing more was done in that direction until J. K. and A. L. Stimson, in the summer of 1850, located Addison Brastow as their agent in Camp street, New Orleans, and advertised a steamship Express business, under the style of Stimson & Co.'s New York, New Orleans and Mobile Express. Their New York office was at 19 Wall street. It was continued, but with very limited success, until 1854, when it was consolidated with the Adams.

Another Express, started about the same time, but more prospered, was Hoey & Co.'s New York and Charleston Steamship Express, and that also was purchased by Adams & Co. in 1854.

In 1851, or about that time, L. W. Winchester, under the name of Harnden & Co. (whose agent he was) created agencies in New Orleans and Mobile, and expressed freight and parcels *via* steamships. Also, through the like facilities, to Savannah, Ga., where James DeMartin, an able business man (a resident



A. B. Hall

President Southern and Texas Express Co.'s.

Yankee, with a good southern experience), was the Harnden agent. Neither of these Express forwarding enterprises employed messengers to the interior, but De Martin arranged with the Central Railroad Co. of Georgia to ship express goods to Macon, Columbus, and other considerable points on that route.

The Harnden had a live competitor in one Sterling Combs—a resident Georgian, and born there, I believe. The style of his Express was Combs & Co. Through influential friends in Georgia he was enabled to make favorable contracts with the South Carolina and the Georgia Railroad Co., which afforded him facilities for his Express between Charleston and Atlanta. Combs & Co. were “in full blast” when Henry B. Plant (who had been prominent in Adams & Co.’s New York and Connecticut route), went south in 1859 to take charge of the Harnden business and (in conjunction with C. Spooner) to establish lines in the interest of the Adams Express Co.

Thus there were nominally three Express interests in the Atlantic States, south, representing a very limited and unremunerative business, and confined almost entirely to South Carolina and Georgia. Really there were but two, and these were reduced to a unit by an arrangement with Combs & Co. to retire from the field.

Spooner and Plant then “elongated” the operations of the Adams over the route vacated by Combs, and beyond to Montgomery, Ala., and Chattanooga, Tenn. In short, fully appreciating the field, then lying fallow, the Adams went in to possess it.

En passant, it may not be impertinent to notice the fact that, nearly twenty years prior, John K. Stimson (1839), not dreaming that he would ever become an expressman, was a civil engineer, operating as one of the topographical corps, which, under the supervision of Col. J. Edgar Thompson, chief engineer of the Georgia Railroad Company, made the surveys and mapped the route afterwards adopted by the board. Indeed, I volunteered a hand myself, and camped with the engineers—Grant, Torbert and Stimson—for a month or two in the beautiful groves of DeKalb county, in the spring of 1840,

while they were still engaged in that embryo foundation of the first railroad in Georgia.

That tent life interlude was full of novelty and enjoyment to me, for it was a lovely season; the pure mountain air was exhilarating, and the companionship and "mess" most satisfactory. True, the beds of corn-fodder, with an earthen basis, were not as soft as eider's down, and the chiggers and an occasional adder were not excluded by any law of limitations; but, on the whole, we lodged comfortably, only (for a time at least) we were not always certain of finding ourselves under the dew-averting canopy of our canvas upon awaking in the morning, for the reason that our camp being on a side-hill thickly strewn with dry pine leaves, the ground afforded an easy slide for our unconscious bodies during sleep; and not infrequently (aroused from our matin nap by the laughter of our companions, or the guffaw of the two invaluable darkies, who in their own tent, a few yards distant, were laudably engaged in the preparation of ham and eggs, or "chicken fixens and flour doin's" for the mess breakfast), one or another, or haply a pair of us, would awake to a sense of our comical situation "*à la toga entailment*," a rod or more away from the spot under the tent where, in confident expectation of opening our eyes on the same scene in the morning, we had innocently resigned our perceptive faculties to Somnus the night before.

The little village of Decatur (now a considerable point in the Southern's business), was close at hand. A square, surrounded by from twenty to thirty frame houses, with some nice families, was all that there was to it, except its pretty location and surroundings. The hill country abounded in picturesque scenery, including some charming waterfalls; and near by was that remarkable *rocky oasis* in a wilderness of verdure—Stone Mountain; a freak of nature which, in that callow period of my chequered life, I regarded with even more awe and admiration than I felt when I rode from the Glen House to the Summit of Mount Washington.

My brother and I little thought, as, with chain and tripod, glass and field-book, and axeman along (to cut down the saplings and "blaze" the way), we lay out the route advised by

Colonel Thompson, that we were initiating "railroad facilities" for a Boston expressman and a neighbor; the managers of a company with which both were destined, a few years later, to be connected.

In 1840, the Georgia railroad was completed from Augusta to Greensboro', in Green county, and in profitable operation. The Grants, assisted by Torbert and Stimson, mapped their surveys in the winter of 1840-1 in Greensboro'. The work occupied about four months.

Then the Flint River and Ocmulgee Railroad was not built, but it was projected, and John K. Stimson was invited by its chief engineer, General Brisbane, to assist him in making the preliminary surveys and maps of the route. This led to the latter's making himself a home in Albany, Baker county (a town which he was employed to survey and lay out into lots), and at his earliest leisure he married and went there with his bride (a Boston lady) to live.

He was still residing in that little village (now a considerable city) in Southwestern Georgia, in 1845, engaged at his profession of civil engineer and surveyor, when he received from his friend, the New York partner and manager of Adams & Co.'s Express, the proffer of the best position in his office. He accepted in time to take the situation of confidential secretary and corresponding clerk, in 1846. John Hoey was already there (the office in Wall street), but in the freight department, of which (young as he was) he had the virtual charge. H. B. Plant, then a mere stripling, was still in his native Connecticut, behind a grocer's counter.

The reader is bound to excuse this brief mention of some incidental matters, should it seem to him a gossiping digression. This is the age of the largest liberty in theology, science, and metaphysics; and even historians feel privileged. The Express historian, being himself no exception, does not want any exception taken.

To return to our mutton: after the completion of the railroads in Southwestern Georgia, other rail communications multiplied in that and the adjoining States, and the Adams Express facilities accompanied and kept pace with them. Consequently the merchants and people of those States, and the south gener-

ally were rejoiced to see Express agencies established under a proper and permanent system, similar to the Eastern.

In the autumn of 1860, the Adams had become a popular institution in the Southern States, under the wise and energetic management of Superintendent Plant; but on the political horizon there was a black cloud of more than common import. It foreshadowed the collision of the two great geographical sections, the north and south. It threatened many interests, more or less important, and among them the southern wing of the Adams Express.

Early in 1861, the dreaded war was initiated by the south in the bombardment of Fort Sumter, the United States Government fortress near Charleston, S. C.

Among the spectators, upon the Battery, was the president of the Adams Express Company. If he had not already abandoned the idea of the possible continuance of the Adams operations in the south, certainly that first overt belligerent act, so unmistakable and beyond recall, must have decided his course. It was to turn over the southern lines to H. B. Plant, who, though of New England origin, was practically a southern man, as was, also, his chief assistants, R. B. Bullock, James Shuter, E. Hurlbert, and several other employees. Before the transfer was made public, Plant had already organized "the Southern Express Company," and was doing business under the new name.

The transfer was formally made on the first day of May, 1861. Then the signs of the Adams came down from all southern offices, and the Southern's were substituted. Symbolically speaking, it was one of the "signs of the times."

The new president, Plant, appointed R. B. (afterwards governor) Bullock, superintendent of the eastern division; E. Hurlbert, superintendent of the central division, and D. P. Ellwood, superintendent of the western division.

Upon the capture of Memphis, Tenn., by the Union forces, Ellwood prudently retreated from his headquarters there, and resigned his situation. If "any coign of vantage" was obtained thereby, it was Small: A. B. succeeding to the vacated superintendency.

Superintendent Small had been first a messenger and next

route agent for the Adams, in Tennessee; and being uncommonly intelligent, brisk, and accurate, as well as honest, was a rising man. Upon assuming his new position, he changed the headquarters of the western division to Canton, Miss.

In 1861, just prior to actual war operations in the south, an Adams Express messenger, named James Shuter, whose home was in Augusta, Ga., was made route agent, and only a few months later, had shown so much ability that he was appointed assistant superintendent.

A. B. Small was often inclined, in those days, to write his initials I. B., the advance of the Union army, and the hostile demonstrations by land and water, compelling him to hop off his stool so frequently, and occasionally to pick up his office and run. Of course, it was always for the south, and the worst of it was, he could not (like a trolling fisherman) draw his lines after him.

Whatever became of the abandoned Express stations and stationery, and the agents (think of "an abandoned Express agent" just before pay-day, Asa!) as the advance of the Federal forces compelled the Confederates to retire nearer and nearer to the heart of Dixie, is a matter not recorded in the archives of either of the War Departments; but it is to be hoped that they were utilized by the Adams as fast as available, and with as little loss as possible to the employees, many of whom probably were quite reconciled to the restoration of their names on the old pay-roll. Indubitably their compulsory decimation as a branch of the solid old eastern institution made many a Yankee south in the lost Southern Department of the Adams feel very sore; but such is the fortune of war. And what a horrible war it was!

At the close of it, Small's many shifts had drifted him as far as Macon, Ga., where (escaping even "Sherman's march to the sea") he at length found himself in quarters as permanent as Stone Mountain, and yet he was not happy; and consequently went to New Orleans, where, in consideration of his sound discretion and admitted ability as a superintendent, President Plant gave him the charge of the southwestern division. His line extended over the New Orleans, Jackson and Gulf Railroad to Humboldt, Tenn., and included the M. & O. R. R.

Subsequently, when the Texas Express business became the property of the Southern, Small was elected president and superintendent, but still retained his position in the Southern.

Another removal of location carried him to his new field, Texas, where he remained until his decease. He continued in high esteem to the last, and many, of no kin to him, mourned his loss.

"Speaking of guns" (as Macklin would have said), reminds us of our *quondam* Philadelphia friend, J. J. McKeever, afterwards a noted expressman in Texas. He was sent from the Philadelphia office in 1859 or '60, to open an Adams office in Memphis, which he did; but not long afterwards he became agent in New Orleans, where he remained (I believe) until the close of the year 1864. Resigning about that time, he started what he called "THE COMMERCIAL EXPRESS," and created agencies in Louisiana and Texas. He was young, intelligent, ambitious, and fully "posted in Express;" which, by the way, is a very different thing from ordinary clerical or general business attainments.

"The Commercial" was independent of all connections and inter-express influences, and was in opposition generally.

In 1866, it was consolidated with the Texas Express Co., and McKeever was made superintendent.

Another Express enterprise in Texas, which we ought to mention, was that of Starr Jones (we used sometimes to call him in compliment, the Lone Starr), who started a money and freight transit between New Orleans and Galveston, Houston, Austin, &c., similar to the Expresses of Hoey & Co. and Stimson & Co., between New York and the south, some years earlier. He was a wide-awake, bustling fellow, and had good material in him; but his star set one day, or fell out of its orbit, and did not come to time again. *Sic transit, &c.* He deserved success.

There have been no other Express enterprises in Texas; but by and by I will give a little fuller statement (with some statistics perhaps), of the present prosperity of the Texas Express Co.

Before the close of 1860, Superintendent Plant had ex-

tended the Adams southern operations to many remunerative points.

Its lines extended from Charleston to the north, coastwise, and to Columbia, S. C., and Charlotte, N. C., by the way of Augusta, Ga., through to Lynchburgh, and *via* Dalton, Ga., to Nashville and Memphis, Tenn., and thence by the Memphis and Ohio Railroad *via* Humboldt, Tenn., to Louisville, Ky.; and, from Jackson, Tenn., to New Orleans and Vicksburg; also to Montgomery, Ala., and Albany, Ga., nearly to the Florida line; the railway management throughout this large area harmonizing with the Adams Express service to the fullest degree, and affording it all the facilities desired.

The Mobile and Ohio Railroad was used during the last year or two of the war by a competitor of the Southern, but in 1866 it was purchased of its controller, Luke Whitfield, by H. B. Plant, at a moderate price, inasmuch as thefts, and losses from other causes, had rendered it unprofitable.

Express traffic throughout the south in the ante-war times was mainly in small packages of money and perishable commodities.

Under the *régimé* of the slave owners, the Express (which was then, as now, everybody's servant), was made useful in the transit of their chattels from place to place by railroad conveyance, the expressmen acting in the capacity of guardians, and the negroes as wards, in accordance with the local laws and police regulations.

Thank God, the need of such service, either by expressmen or anybody else, no longer exists, and the freedman as an Express customer is more profitable than as an Express item on a way-bill.

It would seem that the expressmen, from superintendents down to messengers, had treated these colored wards so kindly, and all parties so fairly, that when the war was over, the majority, both white and colored, elected Superintendent Bullock (as has already been mentioned), governor of the State of Georgia—a position for which his nobility of manner, executive ability, and strict integrity, well-fitted him.

Henry B. Plant is too well known as a man of consummate

sagacity and large business experience, to need any word of praise from any man. I will merely add, that his mental vigor is only equaled by his unfailing kindness of heart and cordial appreciation of the services of his assistants.

Chief of these at the present time is Michael J. O'Brien, general superintendent of the Southern Express Company; one of those encouraging instances so frequent in the Express service, as this History amply exemplifies, that talent, like water, will find its level.

Twenty years ago (1859), this polished gentleman was a driver of an Express wagon in the streets of Memphis, Tenn. Only a driver; but he drove well, and the wagon belonged to the Adams Express Company. After a short apprenticeship in that capacity (in which we can easily imagine that his native politeness, intelligence and good nature, subserved right well the company's popularity with its customers), O'Brien became messenger and way-bill clerk. Evincing uncommon quickness, mental and physical, coupled with a vivacious wit and genial good feeling, upon a foundation of strict probity, he was promoted to the cashiership of the New Orleans office.

Identified with the native-born southerners in local ties and political predilections, on the breaking out of the war he left the Express service and connected himself with the C. S. navy at that station.

Upon the surrender of New Orleans to the Union forces, O'Brien went to Richmond, Va., and soon after accepted a position with the Southern Express Co., at Montgomery, Ala.; subsequently, was promoted to the Atlanta, Ga., office, and later, to the secretaryship in President Plant's office in Augusta, Ga.

Not long afterwards the company's general secretary, F. C. Whitehead, deceased, and the consequent vacancy was filled by the appointment of M. J. O'Brien. He also served at the same time as an assistant of Col. Robert Ould, chief of the Confederate State Bureau of Exchange of Prisoners, near Savannah and Charleston, towards the close of the war.

In February, 1868, he was appointed to the eminently useful and responsible position which he has now held for about twelve years, as the Southern's general superintendent. His headquarters are with President Plant in Augusta, Ga., where

the company's main office is located. He is now in the prime of life, as active and hardy as ever, and is held in high esteem both as a superintendent and gentleman.

That merry wag, the Savannah Yorick, Mat. O'Brien, in the same employ (a very practical and useful man, originally a messenger, and now agent), is a brother of his.

Many of us have a very pleasant recollection of George H. Tilley, general secretary of the Southern, a gentleman of exceedingly modest and quiet ways, yet genial, and (with intimate friends), agreeable in conversation. He was in the service of the Harnden, in Georgia, but, in 1866, was engaged by President Plant as stenographer and private secretary, and remained in that capacity until 1872, when he was elected to his present office.

I am under the impression that his recent (1879) connection with certain railroad interests in Georgia has not affected his continuance in that position.

To recur once more to the services of the Southern during the war. All contributions from the north, donated to Union prisoners in the south by their friends, were usually transferred by the Confederate authorities to that Express company for delivery to address. No communication whatever was had with the north except through the Exchange Bureau, the official channel for forwarding these comforts.

During the sickness of President Plant, James Shuter became acting president.

It had been regarded as an absolute necessity, prior to the war, if wire was wanted for telegraphs, to obtain it from the north, but the Southern Express Co. constructed their own telegraph lines of wire manufactured in the south.

In the course of conducting the Express it was, in numerous instances, "under difficulties," arising mostly from the changing lines of the armies, and destruction of railroads. This Express was under contract to carry large and bulky amounts of money. At one time a heavy amount was wanted at Richmond, Va. The Express carried it all regular as far as Danville, but at that point all railroad carriage had come to a sudden termination.

But Superintendent O'Brien met the emergency very readily.

Depositing the treasure in a single horse wagon he started with it, and the agent, to the next nearest railroad depot. On their way they met hundreds of straggling Confederate soldiers, but were not overhauled nor in any measure molested. What would have been the case had it been known to the military gentlemen that that old wagon held so much money, is not difficult to imagine.

The trans-Mississippi department of the Confederacy was supplied with currency from the seat of government, Richmond, Va. It was often carried over the father of waters in "dug-outs," entirely unsuspected by the patrols of the Union army, which were looking on from their posts in the distance, little imagining that those most lowly of all imaginable boats were bearing to the "grey-backs" such loads of "the sinews of war."

Express operations at that time were greatly hampered by reason of the Confederate government conscripting every available man. The draft officers seemed to be especially hungry for the smart chaps working for the Southern, and for awhile they continually annoyed the Express superintendents in the search for recruits. The attention of President Jeff Davis being called to this matter he cheerfully influenced the passage of laws and regulations exempting Express employees from service in the army and navy. It would have been a sore thing for the boys but for their consequent exemption; for some of them were, at heart, still true to the old flag, of whose triumphs by sea and land they had often heard their grandsires boast, many years ago. Already the Express force had been materially reduced by the Confederacy's dire need of every able-bodied man, and the superintendents had been compelled, on this account, to hire many partially disabled persons (more or less seriously dismembered in that bloody war) as Express agents and Express telegraph operators.

By the way, one or more of the latter had the honor of transmitting over the Southern Express Co.'s wires Major-General Sherman's orders to Gen. Wilson, at Macon, Ga.

At the close of hostilities, the Express lines south, demand-

ing (like some of the States) reconstruction, T. G. Gillespie was appointed superintendent of the Eastern Division, H. Dempsey superintendent of the Georgia and Florida Division, C. T. Campbell superintendent of the Central Division, A. B. Small superintendent at New Orleans, and J. A. Worley superintendent of the Western Division, with his headquarters at Memphis, Tenn.

Small's successor in New Orleans, upon his exodus to Texas, C. A. Snyder, was in turn succeeded by the late William Willis, of whom appropriate notice will be in the obituary portion of this volume. He died of yellow fever in the summer of 1878, at Memphis, whither he had gone to assume the additional work temporarily devolved upon him by the illness and resignation of Supt. Worley.

After the decease of the lamented Willis, F. R. Osborne, who had been agent at Mobile, Ala., was given the charge of the New Orleans end, and W. C. Fisher, a former route agent, was made assistant superintendent at Memphis, to control the Western Division.

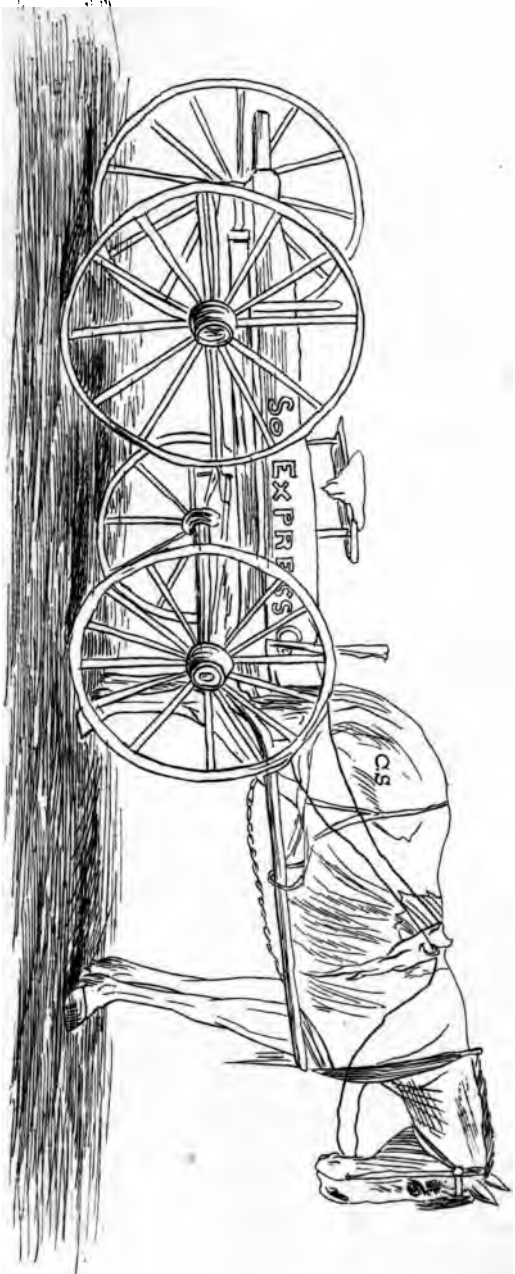
Apropos of poor Willis's death, he fell a victim to his compassionate and truly Christian attendance upon the wants of the yellow fever sufferers, and his heroic resolve not to quit (as he might easily have done) his eminently dangerous post in that pest-afflicted city; and it is due to the Southern Express Company to say, that during several such plague periods at New Orleans, Savannah, Vicksburg, Shreveport, Memphis, &c., its officers made themselves conspicuously useful, placing the Express facilities freely at the command of the city and town authorities without fee or reward of any kind, save the consciousness of doing what they could to relieve the distressed. In several of those cities municipal resolves were passed thanking the president, general superintendent and officers of the company, for their humane and voluntary coöperation with the authorities in that matter.

Some allusion has been made to the frequent serious (though not generally unexpected) hindrances in the transit of freight. The extemporized methods of transportation, under such difficulties, were various and unique, and not unfrequently amusing.

The country being over-run at the close of the war with gangs of disbanded soldiery and raiding parties, ever ready to appropriate portable property wherever it could be found, the express offices, in many cases, were plundered, their horses taken, and nothing valuable left—for how could the poor Ali Baba of a local agent, and Cassim his driver, fight Forty Thieves?

We have before us the photograph of a scene in the main business street of Macon, Ga. (taken on the spot, in 1864), laughably illustrating the shifts to which the Southern Express agent at that point was put by the loss of his horses, from that cause. It represents his vehicle, usually known as the double-wagon, laden with a motley mass of packages of pork, bacon, corn meal, fodder, sorghum, coops of chickens, ducks and geese, etc., and atop of all the delivery clerk and tender, while on the driver's seat sits a negro jehu, and his son (his counterfeit presentment in miniature) by his side; *the whole hauled by a yoke of oxen!*

The entire load was not Express freight, a portion of it having been received on the street *in payment of Express charges*. Confederate currency was of little more value than cigar-lighters, and good money not being obtainable, freight charges were received "in kind;" in other words, the agent took toll as a miller takes grist; and the freight office and money department were felicitously metamorphosed into provision stores, and the clerks served (for the nonce) as salesmen to dispose of the commodities, for cash, at the best price possible under the circumstances, in time for the monthly statement and pay-day.



**Fac-Simile of the Southern Express Team of Forsyth, Geo.
at the close of the rebellion.**

CHAPTER X.

ROUTES OF THE "SOUTHERN" AND THE "TEXAS" AT PRESENT.—A FINE COUNTRY.—THE GULF STATES, GALVESTON, &C.—A REMINISCENCE OF TRAVEL—AND OUR PANORAMA MOVES ON.

The headquarters of the central division of the Southern Express Company are located at Atlanta, Ga., W. H. Clayton, superintendent.

The railroads which form this division are thirteen in number, and are arranged in routes, as follows :

Virginia and Tennessee Railroad, East Tennessee, Virginia and Georgia Railroad, Western and Atlantic Railroad, Selma, Rome and Dalton Railroad. N. S. Woodward, route agent ; office, Knoxville, Tenn.

Atlanta division : Central Railroad of Georgia, Western Railroad of Alabama, between West Point and Montgomery, and Columbus and Opelika ; Atlanta and West Point Railroad, South Western Railroad of Georgia, Mobile and Girard Railroad of Alabama. Jno. Lovette, route agent ; office, Macon, Ga.

Western Railroad of Alabama, between Montgomery and Selma ; Alabama Great Southern Railroad, Alabama Central Railroad, Selma, Marion and Memphis Railroad, Montgomery and Eufaula Railroad. J. W. Walker, route agent ; office, Selma, Ala.

Atlanta, the principal office of this division, is a city of 45,000 inhabitants, situated a little north of the central part of the State. It is the capital of the State of Georgia, and its importance as a commercial centre was demonstrated during the war, when the armies of Sherman and Johnston struggled so fiercely for its possession.

The close of the war left this city a mass of ruins, but its enterprising population, reinforced by emigration from all quarters, soon repaired its waste places, and its development since the war has been almost phenomenal.

Its climate is unsurpassed for health, being located eleven hundred feet above the level of the sea, free from all epidemic diseases, and of equable temperature both in summer and winter. It is called the Gate City of the south, and it deserves the name, on account of its great railroad facilities.

In fact, the railroads leading to and from Atlanta have been, more than any other cause, the great sources of its prosperity.

In connection with the railroads, the Southern Express Company has contributed its share to the success of the city, and numbers among its patrons the most successful and enterprising men in the community. The Express Company's business in this city is of a general nature, and has always been prosperous. W. W. Hurlbert, is the popular and efficient agent.

Lynchburg, Va., is a city of about 22,000 inhabitants, situated in the central part of the State, and famous for its numerous tobacco manufactories. The Adams and Southern control this office jointly, and are represented by W. R. Twyman. Numerous watering places are located on the lines between Lynchburg and Atlanta, and are made quite lively during the summer by visitors from all sections. The East Tennessee, Virginia and Georgia Railroad, a line running from Bristol, Tenn., to Chattanooga, Tenn., passes through one of the richest countries in the world. Great quantities of poultry, butter and eggs, are shipped from stations on this line to all points north and south. The butter of this region is unsurpassed for delicacy and sweetness. In the winter time enormous quantities of dressed poultry are shipped from this country to all points south, and the sure and speedy transportation offered by the Southern Express Company, makes it the channel by which these supplies seek the market.

Macon, Ga., a city of 20,000 inhabitants, is situated in the central part of the State. It is the northern terminus of the Southwestern Railroad of Ga., a line running through the most fertile portion of the State. In this section are produced the earliest and finest peaches in the world, and this fruit is transported to the various markets north and west by the Southern.

Experience has demonstrated that in transporting fruit of

this nature great distances, refrigerating experiments are total failures. T. H. Henderson is the justly popular agent of the Southern Express Company in Macon.

Montgomery, Ala., is a city of 20,000 inhabitants, and the capital of the State. It is situated in the cotton belt of Alabama, and is one of the principal cotton markets of the south.

The Southern carries the cotton samples from this city to the northern and European markets, and the funds necessary to move the large cotton crop from this section seek transportation by the same Express channel. W. M. Shoemaker is the company's agent in Montgomery.

Columbus, Ga., the "Lowell of the south," is a city with a great future before it. It is situated at the head of navigation on the Chattahoochee river, and has water power and manufacturing facilities unrivalled in the south. Its climate is healthy, and the surrounding country fertile and prosperous.

There are numerous cotton and iron factories in this city, and all are in a prosperous condition.

The Southern Express is the medium through which the various factories send samples and great portions of their goods to all parts of the country. M. V. O'Brien is the Southern Company's agent at this point.

The section of country through which the railroads of this division run, is in a prosperous condition generally, and the outlook for the Southern Express Company's business cheerful and encouraging.

Of the personal qualifications of the superintendent of the central division, W. H. Clayton, the author has only to say, that he is well worthy of his extensive and important charge.

H. Dempsey, division superintendent of the Southern Express Company, with headquarters at Augusta, Ga., has filled that position about thirteen years, having been appointed to it in 1867 or 1868.

The author resided in that fine city during the summer and fall of 1841, and can well imagine that our friend Dempsey finds it a very agreeable home. It was there, as long ago as 1858, that he began his Express life, as a messenger for the Adams. After various changes upward and onward, he found

himself, in 1861, serving as route agent for the Southern. President Plant appreciated his capacity and usefulness then, and that estimation has been increased during the lapse of years.

Augusta is now an important emporium—a place of commercial importance (not as a cotton market only, which was the case in 1840), and Superintendent Dempsey's division abounds in good points, sustained by a productive agricultural country. Georgia has several kinds of soil and climate, differing in the different sections; and the topography of the country is affluent in variety. In the higher region, grain prospers better than cotton, and there are many good orchards also; while in the lower tier of counties (Baker, for instance), cotton is a very remunerative crop. With thrifty husbandry, good government, and a judicious development of her ample natural resources, Georgia will become the New York of the south.

It would be a satisfaction to be able to speak more fully of the western division of the Southern Express than has been done in these pages.

Messrs. Osborne and Fisher are certainly entitled to special notice for their intelligent and assiduous care of the business in Tennessee, Mississippi, and Louisiana. Poor Memphis, though sorely depleted, gives hopeful symptoms of recovery. New Orleans is not the great southern port that it was when I resided there in the winter of 1842, but after twenty years of depression, it begins to look up, and promises great things for mercantile enterprise, the Express included.

THE TEXAS EXPRESS COMPANY is owned by the Southern. Henry B. Plant is its president, and Michael J. O'Brien its general superintendent.

It is more immediately, however, in charge of C. T. Campbell, an accomplished and experienced expressman, who rose from the ranks; doing yeoman service in former years, both for the Adams and the Southern, and in December, 1875, accepted his present laborious position. •

In the spring of 1878, he was considerably exercised (and so, too, were Messrs. Plant and O'Brien), by what became famous in the south as the Texas Express robberies.

The robbers were masked men, who waylaid and entered the cars, and plundered the messenger's safe. This bold villainy occurred, not once or twice, but four times within a period of seven weeks.

The desperadoes came to grief, however, before long; every one being captured, and sentenced to long imprisonment. No, I am wrong. One of these *caballeros* (the last to be overhauled by pursuers), escaped that prolonged ignominy in this world (only, however, to encounter eternal shame in the next), by the sudden and unexpected loss of his life.

Having been hunted down by an officer of justice on the highway, he was told to surrender at discretion. His only response was a curse, and the discharge of his revolver at his challenger. As prompt as the desperado, the officer fired at the same instant. The shots were simultaneous, and equally fatal. Both the hunter and the hunted fell mortally wounded, and then and there took their last farewell of earth.

In the private office of the Southern Express president, in Twenty-third street, New York (the very room in which the Nathan murder occurred), I was shown the gay Mexican sombrero which had dropped from the Express robber's head when he fell. It is a broad-brimmed fur or felt hat, originally white, perhaps, and (encircling its crown) in place of a band, is a heavy gilt cord, with a pendent tassel—a showy chapeau. Probably, its owner had been, despite his brigand life, a gay fellow in his time, and accounted handsome by the Mexican señoritas.

The routes of "the Texas" are as follows:

Houston and Texas Central R. R.; main line, Houston to Denison, 341 miles; western branch, Hempstead to Austin, 115 miles; Waco Tap, Bremond to Waco, 45 miles.

International and Great Northern R. R.; main line, Houston to Longview, 235 miles; Brazos division, Palestine to Austin, 181 miles; Huntsville branch, Phelps to Huntsville, 8 miles; northern division, Troupe to Mineola, 45 miles.

Texas and Pacific Railway; main line, Texarkana to Fort Worth, 253 miles; Trans-continental division, Texarkana to Sherman, 155 miles; Shreveport Tap, Marshall to Shreveport, 40 miles.

Galveston, Houston, and Henderson, R. R. ; Galveston to Houston, 50 miles.

Galveston, Harrisburg, and San Antonio R. R. ; Houston to San Antonio, 213 miles.

All of the above roads are covered by the Texas Express Company.

Route agents are as follows : S. C. Hargis, headquarters, Dallas, has charge of the main line, H. and T. C., Waco Tap, and the Trans-continental.

L. S. Crawford, headquarters, Marshall, has charge of the Texas and Pacific main line, and Brazos and northern divisions of I. and G. N.

H. M. Golibart, headquarters, Houston, has charge of the Galveston, Harrisburg, and San Antonio R. R., the western branch H. & T. Central, the G. H. and H. R. R., and the I. and G. N. main line from Palestine to Houston.

The cities of 20,000 inhabitants and over are Galveston, Houston, San Antonio, and Dallas.

Texarkana and Denison are the points at which the Texas Express connects with the Southern and Adams.

The area of its territory (the State of Texas) is 274,356 square miles. It operates also in Louisiana, west of the Mississippi river.

No flourishing report of the Express business in Texas can be given.

During the thirteen years that the territory has been conscientiously worked by the Texas Express Company, it is believed that the full and entire confidence of the community has been gained ; but unfortunately a pecuniary success cannot be reported.

Superintendent Campbell's hope and belief in the future of the State are, however, very firm, and with the general revival of business (now apparent along the whole line), he hopes to make up, in at least some degree, for past years of unremunerative work.

The Texas Express field, though limited to the State, is not so contracted as it sounds to the ear ; the "Land of the Lone Star" comprising a larger area than the whole of New England.

It has been well said that it has land enough to make five good-sized States.

Let us consider for a few moments the resources of Texas, and the principal points in it which the Express has done its share to build up.

We will begin at the gulf city, Galveston. It is the port we reach first if we go by river, lake and gulf from New Orleans.

I stepped from the gang-plank of the steamship Columbia on to the long pier of Galveston in the spring of 1840 (I think it was). What an apology for a city it was then, compared with the Galveston of to-day! At that time there were not 200 miles of railway in the entire south, and none of it in Texas. South Carolina and Georgia had all there was, and with them it was still a novelty.

The crank steamship Columbia made weekly voyages from New Orleans to Galveston, with passengers and freight. Fare \$30 each way. In fine weather it was a delightful trip.

The most agreeable thing pertaining to Galveston in that early day was its beach, with its magnificent breakers and gulf-view.

The grandest surf was remote from the resident and business portion of the new "city." I was an entire stranger there, and (born near the ocean) I took as naturally to the beach as a duck to water; and here was the Gulf of Mexico.

Strolling along over the pebbled sands, ever and anon picking up a wave-washed shell, or stopping to admire the white gulls gleaming in the roseate light of the morning, as they circled hither and thither or plunged down to the water to seize a little fish for breakfast. Rare anglers, these gulls and herons!

I had never heard of the breakers of Galveston; but now they made themselves heard, though in the distance, hoarsely shouting, "Come and see us!"

As a matter of course I was delighted to comply. As I proceeded, the noise of the surf grew louder, until at length it filled my ears with its thunder.

At length, "rounding an angle" of the shore, I came suddenly upon a beach covered with small boulders, over which

the white-robed surf was alternately rushing and retreating, with the roar of ten thousand lions concentrated into one prodigious diapason. It impressed me as the most sublime scene that I had witnessed since I left the summit of Mount Washington.

The gulf is the same great inland ocean that it was in 1840; but the shores of the prosperous marine city, which has literally grown out of that little town, have undergone great changes.

During the year ending July 31, 1879, there were exported from the port of Galveston, 348,788 bales of cotton, the market value of which was \$16,200,000, being 30 per cent. better yield than the previous twelve months. The total receipts of the great staple during the same term was over half a million of bales.

Two considerable items of Galveston trade are oil-cake and cattle.

It is the great jobbing and financial metropolis of Texas, and chief factor in the gulf commerce. The population is 35,000, and the city limits extend $3\frac{1}{2}$ miles one way and $1\frac{1}{2}$ miles the other.

Galveston enjoys many public conveniences usual in the larger eastern cities, especially transportation and traveling facilities. Her people are intelligent, and her merchants and bankers shrewd, liberal and enterprising. The Galveston, Colorado and Sante Fé Railroad is an enterprise of which they are very sanguine.

Houston, the headquarters of the Texas Express Company—a town containing a thousand or two people forty years ago—is now a fine city, with 25,000 inhabitants; though all of these are not permanent residents. Nine railroads contribute to swell the number, by the addition of a multitude of employees, most of whom work in the repair shops.

Considerable manufacturing is done in Houston. Bone-dust is one of her various exports. Ice is another article of manufacture—and by machinery. The Texan wheat crop is usually a small one, and consumers depend mostly upon Kansas for flour; but there are a few mills in Houston.

The total amount of mercantile business sales last year was seven millions, of which nearly one-half was in groceries.

The city has a good system of water-works. Her wholesale liquor trade amounts to \$300,000, exclusive of grocers' sales.

Another good Express point is Dallas, at the crossing of the Texas and Pacific and Houston and Texas Central Railroads, right in the centre of the wheat and cotton belt. It is not usual to find these two great staples growing side by side, but they seem to harmonize in the region of Dallas. It is true that Georgia produces both, but in soils quite unlike, and in sections widely apart. In Dallas and its vicinity both do equally well, though the drought of 1879, and the excessive wet of the previous year were unfavorable.

The receipts of cotton at Dallas, from its own neighborhood, exceeded 43,380 bales in 1879; of wheat, 550,000 bushels; of beeves, hogs and sheep, 32,810; of wool, 35,000 lbs.; hides, 300,000 lbs.

Dallas has her share of manufacturing enterprise, and four lines of street railways for the accommodation of her 20,000 men, women, and young ones. The raising of stock is a profitable business; Galveston, New Orleans, Chicago and New York being very accessible from that point. The carrying of remittances for the consequent trading, furnishes an acceptable item of business for the Texas Express Co.

And now, again, we are at a gulf city. San Antonio's trade with Mexico renders it a place of some importance to the Express. It is the present terminus of the Galveston, Harrisburg and San Antonio Railroad, and is the capital of Bexar county, and the entrepôt of the most lucrative commerce in the western portion of Texas, which gives it the fourth place among the business cities of this great State.

It is located in the midst of a magnificent pastoral region, embracing several counties, in which sheep and cattle grazing is the main feature. It has about 22,000 inhabitants.

Two millions of dollars are annually distributed by Uncle Samuel to his paymasters at this point, to be disbursed in turn by them for army pay and the commissary department along the Mexican frontier.

The Texas Express is one of the institutions in Austin, the capital of Texas. Austin is in Travis county, and is the ter-

minus of the Brazos division of the International and Great Northern Railroad, and the Austin branch of the Houston and Texas Central. That it, too, is in the centre of an almost unlimited pasture region may be inferred from the fact that its exports of hides last year exceeded 462,000 lbs., and of wool almost half a million of pounds. The cotton crop amounted to 26,619 bales.

A point far more familiar (by name at least) to Express way-billers is Denison, in Grayson county, the lively terminus of the Missouri, Kansas and Texas Railroad, and the Houston and Texas Central. Its cotton compresses, as they call them, may be said to be as prominent a feature as the nose on a man's face. Of course this argues that Denison has a share of the cotton trade. There is, also, a fair amount of general business.

Our Express people east and west—especially the freight and way-bill clerks—will tell you that one of the objectionably long names which they have to write (oftenest when they are in a great hurry) is "TEXARKANA." How frequently they wish it was as short as "*St. Joe*," or, shorter still, "*Rio*!"

Well, this Tex., with a lengthened sweetness long drawn out, is at the junction of the Iron Mountain, Texas and Pacific, and Transcontinental railways, is, like a mushroom, the growth of a night; one of those hasty settlements not uncommon on newly-opened railroads. It is in Bowie county, and the name is suggestive. Indeed, Arkansas is entitled to a share of her "toothpicks," inasmuch as the new town laps across her border. Being contiguous to upper Red River, a large portion of the country trading of Texarkana takes advantage of the navigation afforded by that stream to market its produce. There are numerous saw-mills and some planing-mills, but a very limited general trade. Yet it is a very useful Express point, and, being such, is bound to become a town of some magnitude "in the near future."

And here we take leave of the Gulf of Mexico, the Lone Star State, and the Texas Express Company.

CHAPTER XI.

THE AMERICAN EXPRESS IN MICHIGAN.—CHARLES FARGO'S ENTERPRISE.—WONDERFUL GROWTH IN THE STATE, AND DETROIT.

The history of the American Express Company in Michigan, and the present condition of its business in that thriving State, is creditable to all concerned.

I can "speak by the card," because, for many years (between 1850 and 1877), I had numerous business transactions in a great many of the smaller towns and new settlements, and occasion to observe, almost constantly, their steady growth under the fostering facilities of the American and United States Express Companies.

Charles Fargo began Express business in Detroit, in June, 1851, and in January, 1853, was transferred by the American Express Co. to their Toledo, O., office, as agent, and he remained there three years, then returned to Detroit as agent.

The very efficient aid rendered by Express companies in attracting to sparsely settled States intelligent business population, must be admitted by every careful observer. We claim, however, that very few, even of the multitude of Express employees themselves, realize how this has been done. The most of them only know that "somehow or other" new settlements have been created everywhere on their lines, and have grown (some very rapidly) into communities that contribute materially to the traffic of the world.

Was this achieved by that great public accommodation, the United States Government Post-office Department? Or by mere railroad facilities? No; the post-office, as a department of Government service, would be superfluous, if the Express companies could have the same opportunity of competing for mail matter conveyance that the post-office department has for carrying small parcels of merchandise in opposition to the Express. The fact is, that neither postal nor railroad service can fill the place of the Express. In its origin, the Express was the special agent of every customer

between the points on the roads over which its messengers traveled and its agents operated. It was the next thing to the merchant's going, himself, all that distance to attend to his errand, his payment, his purchase, or whatever it might be.

We could name several States which owe their growth to these facilities, but we will cite only one, and that is Michigan. It can be demonstrated that its wonderful development into its present condition, as the largest contributor west of New York to the wealth and comfort of the northwestern States, is attributable in no small measure to the local Express companies; most notably to the American.

The enterprise of William G. Fargo initiated it, and it was fostered by James C., his brother, nearly thirty years ago; but we love to ascribe to Charles Fargo (the junior of both) the most thorough and permanent agency in making Michigan's marketing the means of so much emolument to herself and her neighbors, as it is.

His predecessor had labored wisely and well to encourage production, not through any department of agriculture, or any bucolic suggestions, but in his legitimate sphere of finding a market for their fruits and vegetables, and securing for them prompt sales and returns of the proceeds in good money.

Fargo encouraged mercantile men to go into new settlements with stocks of goods either large or small—anything to start a business. And then came to the aid of the impecunious dealer the C. O. D. accommodation, through which he could replenish, at half a day's notice, his often emptied shelves as frequently as was necessary, and no thanks to any mercantile agency for a credit. But credit rarely failed to follow a few promptly paid C. O. D.'s, and so the petty vender grew to be a small merchant, and in a few years the small but thrifty merchant became a rich one; and, by the same token, the half-dozen retailers in a growing town became wholesale men, making way for a score of younger and less able dealers, in a small way, to work their way up from the foot of the ladder in their turn.

Where there were no railroads there were stage lines, and the expressman made use of them. In case both of these failed him, there were, between many lake shore points, very

useful boats and propellers, and where these were lacking he encouraged their construction and use, and, in winter, the establishment of stage or wagon lines as a substitute.

Any one acquainted with Charles Fargo in his business sphere, will readily understand how his restless energy must have infused some of its life into all whom he employed or who came within the range of its influence. It was as a spur to every enterprise in Michigan, aiming, in that early railroad era, to increase and improve the transportation of products and merchandise. True to the policy of the company, he sought day by day, year in and year out, to increase the number and productiveness of settlements that should yield them business.

He encouraged the cultivation of those fruits for which he could find for the producer a ready and remunerative market in the adjoining States, and which, from their perishable nature, could be more safely transported by Express. While this afforded the Express a profit, it put money into the purse of the shipper the more promptly, because the cash was returned by the same medium by which the fruit had found a market.

As the result of this beneficent service, co-operating with a kindly soil, Michigan is, to-day, the greatest fruit State in the Union. Wells, Fargo & Co.'s policy in California, though many years later, has been similar, and that field of their invaluable service is already famous for its wealth of orchards, vineyards, and orange groves; but probably, the total amount of these products of the Golden Gate available for use in other States (notwithstanding it is a very large and most welcome addition to the table luxuries in other sections of the Union), falls far short of the marketable yield of Michigan.

CHARLES FARGO'S LAKE SUPERIOR EXPRESS.—In 1858, as editor of my newspaper, *The Express Messenger*, I had been for some years a somewhat careful observer of the effect of Express operations in promoting the growth of embryo settlements, and creating trade where there was none before, when I received a letter from Charles Fargo, whose headquarters were at Detroit, directing the insertion of an advertisement of

his "Lake Superior Express," an enterprise which he had just began "on his own hook."

It was not, in the outset, an "all-the-year-round" Express, being limited to the navigable season, and conveyance by steamboats the most of the distance.

Even with those limitations it was a laborious undertaking, and attended with many difficulties, especially between the sparsely populated and semi-civilized settlements on the shores of that remote northern lake; and his messengers (he himself sometimes serving in that capacity at the outset), could spin many a yarn 'of experiences, rough and tough, and occasionally very ludicrous, in the transportation and delivery, or collection of Express packages, in that unpromising land of the red-man, the half-breed, the lumberers and the copperminers.

The shifts which they had to resort to for conveyance; the perils by land and water; their exposure to the hard storms of that region; the many unusual methods which the adventurous "pioneer" messenger was compelled to resort to, in his mission to afford "the heathen" the facilities of a regular weekly, or semi-weekly communication and trade with the civilised world (whose capital the barbarians believed to be Detroit), and the innumerable amusing anecdotes there anent, illustrating the strange peculiarities of their half-civilised customers, would fill a good-sized volume.

Suffice it to say that the pioneer "Lake Superior Express" was no child's play at the start, and, even for several years after, it was as hard as plowing on a side-hill rich only in rocks and blackberry vines.

"But patience, perseverance and sweet oil,
Make all things work agreeably to Hoyle,"

as the poet says, and at length Fargo's new enterprise was rewarded with such success and promise of future importance, that his proprietary interest in it was purchased, in 1863, by the American Express managers, and consolidated in the stock of that company.

By reason of early investments by Boston capitalists in the development of the Lake Superior copper mines, that city had obtained, even sooner than New York, some lucrative trade in

that great mineral region. I remember seeing, as long ago as 1846, a magnificent specimen of pure copper ore, weighing not less than a ton, exhibited in the Merchants' Reading Room in Boston, whose lessee in those days was E. P. Whipple, the essayist, reviewer and lecturer.

MICHIGAN AND ONTARIO.—Who shall say how much the sagacious and persevering labors of the Fargo brothers (first William G., after him James C., and, last and longest, their younger associate) in Michigan, accomplished in arousing the old French city of Detroit from the almost torpid routine and chronic dullness of its daily life, and stimulating it into action, business progress and internal improvement?

In 1866, when the American Express Company appointed him as the successor of his older brother, James C., in the general supervision of their business in the entire northwest, with his headquarters in the rapidly-developed metropolis, Chicago, his hold upon the esteem of the business men in all sections of the State, where he had labored so efficiently, was so strong that the directors deemed it best that Charles Fargo should still retain the superintendence of their business in Michigan.

His appointment of J. S. Hubbard to take the more immediate charge in that State was a most judicious one.

A gentleman by instinct, Mr. Hubbard had, nevertheless, (like Sloan and others whom we shall name in this history), risen from the ranks, step by step, and was now in charge of a State division of which he might well be proud. Clear-headed, self-educated, thoroughly familiar with the duties of every employee, and giving all possible attention to his great work, in all its details, he was a fit successor to the two superintendents who had preceded him.

C. S. Higgins, for some three or four years a very useful assistant general superintendent of the southwestern and eastern departments, deceased in 1869.

Edwin Hayden, the "ancient and honorable," of whom we shall speak more fully on another page, having resigned the charge of the Ontario division, in 1877, Mr. J. S. Hubbard took the superintendence of that also. But this "Ossa upon Pe-

lion" was too much even for his great capacity, and in 1878 his health broke down under it.

In the summer of that year the author called upon him, at his tasteful home in Detroit, to which he was confined by that illness, and found him chafing under the necessary absence from his accustomed toils, even for a few days.

In 1879, assistant general superintendent Charles Fargo relieved him of the excess of work, and appointed I. H. Arnett to the superintendence of the Ontario division, and now J. S. Hubbard gives all of his time to Michigan.

T. B. Fargo, who had been agent at Detroit, was promoted to the superintendency of the Illinois division.

Detroit has become a great business metropolis, but its greatest attraction lies in its lovely private mansions. I do not know of any city in which I would prefer to reside, west of New York.

Merritt Seely, the local agent, is remarkable (his superintendent assures me) for his self-sacrificing devotion to his post and the interests of the office. Yet, after all, he is naturally a scholarly gentleman, fond of literature, and occasionally composes "a pome" that reads well in print. He was formerly in the New York office of the Adams Express Company.

In 1860, Dr. I. H. Arnett, the respected agent of the American at Suspension Bridge, was appointed Mr. Talbot's successor, and given the charge of the Canada, since styled the Ontario division.

After one or more changes, all testing his mental and physical capacity, we find Dr. Arnett at the head of the business in Ontario, with its 200 or more of offices "well in hand," and himself apparently as clear-headed and active as he was a score of years ago.

His headquarters are at Hamilton, Ont. The author had a cheerful letter from him in the autumn of 1879, in which he speaks of the long years of business depression in Canada as having given way to the new impetus in mercantile and manufacturing industries, and still better days are hoped for the people of the Dominion. So mote it be! Ontario is rich in natural resources.

Certainly, there seems to be an unwonted spirit of enter-

prise infused into our Canadian neighbors. A goodly quantity of pounds sterling has been invested of late in projected railroads and other facilities of intercommunication, besides other public improvements, and Canada is becoming Yankee in vitality and vim.

The Michigan division of American Express Co. has an area of nearly 2,900 miles of railroad, and its business is conducted over 21 main lines and branches.

In addition to this, business is done on 9 steamboat lines, aggregating 730 miles. Total lines, 40. Total mileage, 3,630.

It has 350 offices, and the number increases every year. 90 messengers are employed on the routes, and 3 route agents. Route agents are named H. D. Taylor, H. M. Wynkoop, and Theo. Carr. Total number of men employed in the division, 565.

The principal points of transfer to and from the division are at Chicago, Ill.; Detroit, Mich.; Toledo, Ohio; Butler, Ind.; Fort Wayne, Ind.; Logansport, Ind., Valparaiso, Ind.; Wellsboro, Ind.; Auburn, Ind.; South Bend, Ind.; and Janesville, Mich. The interior transfer points are too numerous to mention.

The manufacturing places are numerous: Detroit, Grand Rapids, Jackson, East Saginaw, Bay City, Battle Creek, Kalamazoo, Lansing, Muskegan, Niles, St. Joseph, Marshall, Ypsilanti, Wyandotte, Mich.; South Bend and Fort Wayne, Ind.; and many others.

The products are iron, furniture, glass, pins, matches, tobacco, cigars, salt, lumber, pails, tubs, brooms, pumps, flour, woollen goods, knit goods, mowers, reapers, boots, shoes, wagons, threshers, paper, and a hundred other things. Every place of any importance has some manufactory, turning out needed articles.

In addition to the American, the following express companies do business in Michigan. Most prominent, the U. S. Express Co. The Canadian Express Co. operates the Grand Trunk Railway from Detroit to Port Huron, in connection with its line through to Toronto, Montreal, Quebec, and Portland, Me. The American is its agent at Detroit.

The United States Express Co. operates the Lake Shore and

M. S. Railroad main line in Michigan, the Toledo and Detroit division, and the Kalamazoo division from White Pigeon to Kalamazoo; also the Grand Rapids and Indiana Railroad, and the Grand Haven Railroad, and is "a power" in the State.

Holt & Co.'s Express has a steamboat line from Bay City to Alpena, and McClure & Co.'s Express a steamboat line from Detroit to river and lake ports north.

The only lines of railroads in this division not occupied by the express companies are the Michigan Air Line Railroad, 26 miles, and the Port Huron & Northwestern, 20 miles.

New railroads are contemplated in this division, and the prospects are that some of them will be built in the near future.

The population claimed by some of our most important towns is as follows: Detroit, 130,000; Grand Rapids, 37,000; Jackson, 22,000; East Saginaw, 10,000; Bay City, 18,000; Kalamazoo, 13,000; Battle Creek, 8,000; Lansing, 10,000; Niles, 5,000; Flint, 9,000; Muskegan, 10,000.

The express business has grown rapidly in this State during the past few years and has kept pace with the requirements of the age. Henry Kip, President of the United States Express Co., is widely known and respected there.

J. S. Hubbard, the very satisfactory *head* of this division, first entered the service of the company at Buffalo, in 1852, as "abstract clerk," at which time a force of but six clerks were required to transact the whole business of the main office of all the territory west of Buffalo. From 1852 to 1867 he filled very acceptably various positions in that office. In 1867, he was promoted from the audit office to a route agency in the Canada division, and was so useful that it was not long before he was made assistant superintendent. In June, 1871, he was appointed Superintendent of the Michigan division, and on January 1st, 1876, the Canada division was added to it, and he was appointed superintendent of both. His health declining, in April, 1879, he was relieved of the Canada division, as has been already stated. Indeed, the rapid growth of the Michigan division demanded all of his well-known energy and judicious care.

CHAPTER XII.

THE UNITED STATES EXPRESS IN THE LAKE COUNTRY.—THE AMERICAN AND ADAMS IN OHIO AND INDIANA.—THE GROWTH OF THE CITIES, AND EXPRESS FACILITIES.—CLEVELAND, CINCINNATI, AND MINOR CENTERS.

The United States Express offices in Michigan number over 100, the principal points being Detroit, Albion, Allegan, Brady, Eaton Rapids, Grand Haven, Grand Rapids, Hillsdale, Jackson, Kalamazoo, Muskegon, Schoolcraft, Three Rivers. A dozen or more small towns can be reached only by the "U. S." It does a large business also in Pennsylvania and Ohio, like the Adams and American, delivering and receiving at numerous stations. In Cincinnati, Cleveland, Columbus, and several other populous cities, it has excellent agents, and large and well-organized offices.

The Cincinnati headquarters are at the corner of Fourth and Race streets. There is a branch in the company's building, corner of Sixth and Baymiller streets. Including messengers, whose runs are in-and-out of Cincinnati, the number of employees at this point exceeds 60. It has from 25 to 30 horses and 16 to 18 wagons. It has contracts for Express cars on the Cin., Ham. and Dayton; Dayton and Michigan; Cin., Ham. and Indianapolis; Cin., Richmond and Chicago; Cin. and Dayton short line to Springfield and Sandusky; and the Atlantic and Great Western Railroads.

The so-called "southwestern division" of the American Express Co., includes an extensive and important area of country. Its extreme easterly points are Buffalo, N. Y., and Emporium, Pa.; its western, Chicago and Peoria, Ill.; its northern, Toledo, O., and Fort Wayne, Ind.; its southern, Louisville, Ky., and St. Louis, Mo. Its Cincinnati business is large and valuable. Its operations extend over more than thirty railroads (including branches), making a total of 4,114 miles; and are supervised by an old, but still energetic veteran at the business, Assistant General Superintendent H. S. Julier.

His Indiana division is ably managed by E. W. Sloane, and his Ohio division by R. B. Poore. Many years of familiarity with their laborious duties have made them invaluable to the company. Their subalterns, the four route agents, are W. H. Brown, Geo. C. Lathers, John J. Smith, and John F. Clark; "good men, and true."

The following are some of the principal places, with their agents and population :

IN OHIO.

Cleveland.....	C. G. Kingsbury.....	Pop'n	180,000
Cincinnati.....	F. Clark.....	"	312,000
Columbus.....	W. J. Camnitz.....	"	55,000
Dayton.....	R. D. Hughes.....	"	45,000
Hamilton.....	J. Booth.....	"	17,600
Mansfield.....	John H. Rice.....	"	12,000
Springfield.....	E. H. Mitchell.....	"	20,000
Toledo.....	C. M. Hayden.....	"	59,000

IN INDIANA.

Greencastle.....	E. W. Kilbourne.....	"	6,000
Indianapolis.....	D. K. Folsom.....	"	98,200
LaFayette.....	H. H. Lancaster.....	"	24,500
Logansport.....	D. L. Dolsen.....	"	15,800
Madison.....	C. H. Bunnell.....	"	12,000
New Albany.....	Robt. Sloan.....	"	25,000
Richmond.....	P. C. Graff.....	"	17,000
Terre Haute.....	S. McElvain.....	"	30,000
Dunkirk, N. Y.....	F. W. Helmick.....	"	10,000
Erie, Pa.....	J. Harper.....	"	27,500
Louisville, Ky.....	E. D. Graff.....	"	150,000

There are more than twenty various kinds of manufacturing business in Louisville, Ky., many of the varieties of products being such as it is generally supposed that the south imports from the east. New Albany, Ind., resembles in her varied industries, including founderies and cloth factories, some great New England manufacturing town.

Dunkirk is chiefly famous for producing locomotives and

stationary engines, and for the machine shops of several railroad companies.

The Erie office did a good business in 1878, it amounting to \$65,484. The manufactures for the same year amounted to \$6,028,000. The capital in use was a little short of five millions of dollars. Erie is a lake port, and last year 1,747 arrivals were reported. The tonnage was 1,324,745.

Richmond, Ind., has increased about 25 per cent. in population, and her thriving manufacturing classes look confidently to a prosperous future.

Our worthy Express brother, W. J. Camnitz, gives a good account of the old city of Columbus, O., naming nineteen important manufactures, and showing conclusively that she is holding her own. Lafayette has some manufactories, but depends mainly upon the agricultural products of her vicinity. Our facetious Greencastle correspondent, after mentioning the factories and mills in that little city, adds that she has one college, which manufactures "a fair quality of Methodist minister." Mansfield, O., is a small but useful manufactory of machinery, paper, and woolen goods. Springfield, much larger, is sustained by similar business. Madison, Ind., boasts of her make of saddle-trees, starch and beer. Logansport rejoices in her wagon and carriage factories, and woolen mills.

"The average inhabitant" knows that the principal cities in the area to which this information applies, are Cincinnati, Cleveland, Indianapolis, Louisville, Toledo and Dayton. The first four may rank in the next century, perhaps, with New York, Philadelphia and Boston.

Mr. Kenny, in his recent work, "Cincinnati Illustrated," claims for that grand western city 325,000 inhabitants; but Clark (whom we regard as more frank, and quite as well informed), puts the figure at "about 312,000." Certainly, that indicates a growth sufficiently wonderful. In a pamphlet made for advertising purposes, the collation of statistics, &c., is usually hasty and imperfect (like Gen. Scott's plate of soup), and Kenny has made some inaccurate statements; *vide* the paragraph relative to the American Express Co.; but perhaps that was not so much his fault, as it was the fault of others

whose business he wrote up, and who should have seasonably supplied him with the requisite information.

If, because of a pressure of employment, or (as is more commonly the case) from a lack of appreciation of such business expositions, in print, the men who should give the facts, on such a call, neglect to comply, they have no reason to complain if the collector should make some errors in his description of their enterprise, or treat it with what might subsequently look like invidious brevity.

If in this book any such defect should be apparent, it may be ascribed to the same cause

Were there space, it would be a grateful task to skim the cream of Mr. K.'s copious exposition of the affluent growth of Cincinnati's manufactories and other sources of wealth; but that pleasure is denied us. Suffice it to say, that Cincinnati is every inch a "queen" yet, and not the least among her good and great institutions are the three Express companies.

Cleveland, O., has shown a rank growth during the last decade or two, for when I issued my earliest account of the Express service her population did not exceed 60,000. Now, if the figures given by the very reliable agent of the American Express Company in Cleveland, C. G. Kingsbury, are accurate, that city has since tripled her numbers.

He reports her manufactories as 350; using an aggregate capital of twenty-two millions of dollars. Of this large amount, eight millions sustain the manufacture of iron into many forms for railroad, factory, and agricultural uses.

The second distinct branch of her manifold manufactures is petroleum, and its little legion of products, requiring an aggregate capital of four millions; the third, the inevitable hog, with all its capabilities as a material; the fourth, lumber, with all that it can yield in wooden ware, reapers, furniture, doors, blinds, etc.

The miscellaneous "notions" of Cleveland are too numerous to mention.

Indianapolis indicates a very decided determination to be classed at some future day as a great city. For pork and beef packing she claims to be the third city in America. She has rolling mills, woolen mills, flouring mills, and a variety of



ALFRED GAITHER

*Late Director, and Manager of Western Division
Adams Express Company.*

manufactories. Manifestly Folsom has a right to be proud of her, and of the Express business, which has contributed so much to her prosperity.

Toledo, O., also, is "some pumpkins." When Charles Fargo went there, as agent of the Express company, it was little better than a mud-hole (and Chicago was not much better in 1840), but a quarter of a century, and three or four railroads and expressmen, have wrought such wonders in it, that Toledo has now a population of 60,000 (not all their descendants, but wide-awake), and some of them very good wagon-builders, flour-millers, &c. Also, a live Express agent, named C. M. Hayden.

Dayton, O., a village when I went west (young man) in 1839, has now, according to our friend Hughes, more than 40,000 *inhabs*, and the largest car factory in the world.

In all of these inland cities the great Express companies are sturdy and active helpers in the general struggle for the general good, as well as for individual prosperity. They report remarkable present business impetus in all branches of industry in that rich area of country, the abundance of whose agricultural products is equalled only by its immense amount of manufactures; and say, that trade is better than for many years past. As a natural consequence, the Express business is "booming."

Almost the same field has been occupied for a quarter of a century by the Adams Express Company. What its managers call its western division was organized by Alfred Gaither (as has been already stated in our early history of that Express), January 1, 1854. Besides the cities named above as served by the American—and most of them by the United States—it includes Pittsburg, Pa.; Wheeling, Va.; St. Louis, Terre Haute, Ind.; Cairo, Ills.; Maysville and Lexington, Ky.; and all of the country contiguous. Nine of the most useful and prominent agents in the service then, have since died. John Hoey and Charles Woodward are the only ones remaining. The latter was born in that town of fragrant memories, Wethersfield, Ct., in 1816, and enjoyed a good Yankee training in that State (so many samples of whose energetic population are to be found in every section of our broad land), until twenty years of age,

when he "put out" for the far west, resolved to "hoe his own row." After a short tarry in St. Louis—then a bustling town, ambitious to be regarded as the "Queen of the West," in lively competition with Cincinnati—W. repaired to the more Yankee town of Alton, in Illinois; subsequently to Guggsville, and next to Indianapolis (1840), where he remained in mercantile business on his own account until, in September, 1850 (two years in the newspaper line), when Adams & Co. opened the first Express office ever in use in that city, he accepted employment, and in 1855 was made agent of the Adams Express Company, in Cincinnati, in which position he remained to the satisfaction of the assistant general superintendent, Gaither, until appointed in 1859 to the general agency.

Soon after the opening of the war of the rebellion, Mr. Woodward was made superintendent of the second military division of the Adams Express Company, with his headquarters at Memphis, Tenn. He continued in that responsible and trying position until the close of the war, but in 1866 resumed the general agency in Ohio, and was very useful in that rôle, until (being disabled by ill-health, and deafness consequent upon it), he was led to assume the less active and more suitable office of correspondent, in 1874; and still pursues the even tenor of that duty, in the "Adams" Cincinnati office, respected and beloved by all who know him.

At the period when Alfred Gaither initiated the western department, he was himself but little known to the eastern men, for Adams & Co.'s business was but little felt west and south of S. M. Shoemaker's limited operations, which did not extend far beyond Baltimore and Washington, D. C.; at least not to any considerable degree of usefulness and profit. His partner, E. S. Sanford, had become identified with the business, which he directed with much liberality and general acceptance, in Philadelphia, and he (Shoemaker) was equally as well identified with the Express service in Baltimore and Washington, and undoubtedly his shrewd, energetic spirit made itself felt to regions beyond; but as yet the great west was as a fallow field to their Express operations.

In 1850 the Express made use of only about 500 miles of railroad, and eked it out with nearly 1,000 miles of transporta-

tion by river and stages. Its messengers were carried from Terre Haute to St. Louis, 170 miles, by stage-coach, in those early days; St. Louis being the company's western limit. That "limit" has now become almost a central point. Now, its messengers course over 8,000 miles; and the "runs," instead of being only once a day (resting on the Sabbath), are made, on some routes, twice and even thrice daily.

Its men are upon more than forty railroads and branches, some of them go as near to sunset as Santa Fé, the Express making use of 680 miles of the Atchison, Topeka and Santa Fé Railroads; competing with the American for the business of the territories, even into New Mexico.

The map-makers have hard work to keep up with the expressmen; but Rand, McNally & Co., Chicago, have recently published a map which indicates, with tolerable accuracy, the locations in the most western borderland, from which the boys may throw stones at, if not into, the Pacific ocean.

The Adams embraces in its territory Western Pennsylvania, Eastern and Southern Ohio, Southern Indiana, a portion of Illinois, Missouri, and Kansas; all of the Indian territory, and a considerable part of Colorado, and it has offices in Kentucky and West Virginia.

The remarkable propulsion given to all business last autumn (1879) is still indicated in the great increase of way-bill entries, and the rush of freight to this company, and its competitors for western patronage.

The American's Ohio division, for some years past under the able supervision of R. B. Poore, extends over and embraces all of the offices in Ohio excepting those on the line of road between Hamilton, O., and Richmond, Ind., and on the I. C. & L. west of Cincinnati, the lines east of Cleveland as far as Buffalo, and the lines running south from the Lake Shore Railway, including the B. N. Y. & P. R. R., running south from Buffalo 121 miles, to Emporium, Pa. The following lines are included in the division: Lake Shore; Cleveland to Buffalo; Cleveland, Columbus, Cincinnati and Indianapolis; Little Miami, Cincinnati, Cleveland and Sandusky; between Columbus and Springfield; Columbus and Toledo; Mansfield, Cold Water and Lake Michigan (now Northwestern, O.)

Dayton and Western Huna, O.; and Richmond, Ind.; Dunkirk, Alleghany Valley and Pittsburg; Buffalo, Chautauque Lake and Pittsburg; Buffalo, New York and Philadelphia; Olean, Bradford and Warren; Kendall and Eldred; Toledo, Delphos and Burlington; Dayton, Covington and Toledo; Oelina, Van Wert and State Line, and Michigan Central Line of Steamers, Cleveland to Detroit. Transfers to the United States Express Co., are made at Olean, N. Y.; Bradford, Pa., Corry, Pa.; Jamestown, Dunkirk, N. Y.; Cleveland, Toledo, Tiffin, Fostoria, Carey, Columbus, Marion, Milford Center, Galion, South Charleston, Springfield, Dayton and Cincinnati, O. To the Union Express Co., at Emporium, Warren, Corry, Irvineton, Girard, Erie, Pa.; Ashtabula, Painesville, Cleveland, Grafton and Columbus, O. To the Adams Express at Columbus, Mansfield, Crestline, Charleston, Xenia, Morrow and Cincinnati, O. With the B. & O. Express at Cincinnati, Loveland, Columbus, Tiffin, Fostoria, Holgate and Mansfield, O.

A part of this division is of the territory first occupied by the company, then Livingston, Fargo & Co., west of Buffalo, viz.: the Lake Shore, Little Miami, Cleveland, Columbus and Cincinnati roads. Many of the other lines are of quite recent occupancy; especially the narrow gauges, which are the Olean, Bradford, Warren, Kendall and Eldred; Toledo, Delphos and Burlington, and Dayton, Covington and Toledo. Route agents now employed, are John T. Clark and A. B. Beach.

The company is represented in Cincinnati by the veteran, Frank Clark (whose term of service at that point covers a term of nearly thirty years). O. G. Kingsbury, at Cleveland; J. Harper, at Erie; W. J. Camnitz, at Columbus, O.; C. M. Hayden, at Toledo. Samuel Gee has been at Crestline now nearly twenty years, and E. S. Close at Shelby, twenty-five years.

R. B. Poore's connection with the Ohio division covers nearly twenty-five years, as clerk, messenger, agent and superintendent. In the latter position four years. His earliest employment with the company was in 1857, under John A. Mott, in the Illinois division, as messenger, over the Illinois Central Railroad.

Articles that enter largely into Express shipments are not

generally manufactured at points where offices are located in this division. At Springfield, O., a city of some 15,000 inhabitants, agricultural implements are extensively manufactured; and thus, at certain seasons of the year, large shipments of "extras" and "repairs" are made. This is also true of Dayton, O. In some other towns, as, for instance, Columbus, O., the manufactures consist largely of iron goods, and consequently do not enter largely into Express shipments, although the manufacture of boots and shoes is largely and rapidly increasing.

CHAPTER XIII.

THE "AMERICAN" IN CHICAGO AND THE NORTHWEST.—UP-HILL
WORK ON THE PRAIRIES.—THE TRIUMPHS OF ENTERPRISE.—
THE 'OLD CHICAGO AND THE NEW.—THE GREAT FIRE.—THE
THREE COMPANIES IN THAT METROPOLIS.

When James C. Fargo, of Syracuse, N. Y., left his Michigan division and repaired to Illinois, to take charge of the company's interests in the northwestern States, he established his office in the young city of Chicago, and added to his work the duties of the local agency there.

This (as has been already stated in the early edition of Stimson's Express History), was in 1854. Chicago did not have, at that period, over 90,000 inhabitants, and her streets, walks, and local improvements were very inferior compared to her appearance ten years later. I remember, that on the occasion of my first visit to Chicago, *en route* to St. Paul, in 1864, what emotions of surprise I experienced in walking through Wabash and Michigan avenues, north of Twelfth street (then so fine as places of residence), and into Lake street, the fashionable ladies' shopping and retail business quarter.

A large block of stores, four stories high, with an elegant stone front, on Lake street near Wabash avenue (a year or two later destroyed by fire), was a feature of the city. *Now* (1880), it has hundreds of such blocks.

But in 1854, the city, maugre its majestic lake-boundary on the east, and its useful river on the north and west, was not an inviting place to live in, and offered small attractions compared to St. Louis and Cincinnati, to the man of business. Among the far-sighted residents who foresaw its future greatness, was its new and energetic Express agent. While some of the sagacious landholders (a few of them non-resident, and all of little use in the improvement either of their own property or the community), were content to await supinely for the ex-

pected demand for city lots, and the appreciation of improved real estate, by which they have since become wealthy, the men of intelligent enterprise and persistent industry went energetically to work to *make the circumstances*, of which they were not disposed to be the mere creatures, circumstances that should render Chicago the equal, if not the superior, of her sister cities of the west.

It was a bold, almost an audacious hope; and even James C. Fargo himself, resolutely as he had "pitched in," and sanguine as he was in his rugged and hopeful manhood (for in 1854 he was a man of robust health), could hardly have believed, like some of the young but prominent merchants with whom he worked "shoulder to shoulder" in building up the business of Chicago, that the town—still so rural that it was often called, *par eminence*, "the Garden City"—would grow so fast in commercial and manufacturing power, as to subsist, in less than a quarter of a century, a population of nearly half a million; but so it is—and the dream of the most expectant of his old Chicago associates is now realized.

The present is the day of great things. Twenty-five years ago was the day of very much smaller ones. Then there were only two or three foundries; now there are many foundries in iron, copper, brass and zinc, and several hundred manufacturing establishments; the whole requiring capital exceeding ninety millions of dollars, in their current operations. Probably much more is required on this, the eve of 1881, when, in the rush to fill accumulating orders, every steam-power, every trip-hammer, every wheel, lathe, and labor-saving machine, every tool in the hands of no longer idle mechanics and operatives, and all the mills, are fully employed night and day.

The Chicago of his young manhood was as a village compared to the present almost metropolitan city, whose population a century hence may be as large as that of New York or London. Who can be so presumptuous as to forecast any limitation to the growth of this and other great western cities, already so large and powerful within fifty years of their infancy?

As Fargo looked out from his location at the foot of Lake

Michigan, towards the vast area between him and the sunset, and thought of his commission to make that immense tract of country available as a field of satisfactory Express operations, his courage must have experienced a damper. Probably he resolved to be ruled by the Roman maxim, "Divide and conquer." He would naturally take Illinois first, and probably include Wisconsin, and possibly all points accessible by water, for there were not many miles of railway in the northwest at that date.

No man ever worked harder or more judiciously to obtain facilities, and to build up an Express business. What his contemporary, Gaither, was to Cincinnati and the country feeding it, J. C. Fargo was to Chicago and the northwest. C. H. Eaton and — co-operated with him in Wisconsin and Minnesota.

After some years of labor under difficulties, larger railway facilities were afforded, for Chicago had become the entrepôt of the Illinois Central; the Chicago, Alton and St. Louis; the Pittsburg and Fort Wagner; the Michigan Central, and the admirably managed Chicago, Burlington and Quincy Railroads. With the exception of the Chicago, Alton and St. Louis, all of these companies contracted to grant the American Express Company express facilities, and Mr. Fargo made the most of them; appointing route agents and local agents, and sending messengers daily.

The expressman made things lively in Illinois, but farther west the sparseness of the towns, the long stretches of thinly-settled country, lying between the remunerative points, rendered the business unprofitable. Mr. Fargo and his able assistants on the several routes operated by him, improved the receipts from year to year, but it never became lucrative prior to the war of the rebellion.

D. B. Cooke became local agent about that time, but resigning soon after the close of hostilities, to resume his old business, bookselling. Oliver W. Barrett succeeded him, and retained the position some years, when, resigning to go into trade, S. G. Seaton took the office, and still holds it.

It has been the lot of the American Express Company to have a vast deal of unremunerative territory even to this day,

because as it has kept extending its lines to meet the possible or prospective wants of new settlements, and at an expense currently exceeding the returns. True, these remote places will become populous, and, hence, good paying express points, *in time*; and if the company shall continue to have anything like a fair show from railroad managers (heretofore very honorable in their treatment of its business), it has a compensating "near future" before it, and twenty years hence may count the northwest as its best hold.

The "Adams" is exceedingly fortunate in having an old and densely settled territory, east of Ohio, including (especially in the "Middle States" and the District of Columbia), numerous cities, large and small, and all swarming with mercantile and manufacturing populations. Its monetary business with the mint in Philadelphia, and the United States Treasury Department in Washington, and parcel transportation for members of Congress and the Patent-office, yield an immense income to cover its large outlay, and of course it can well afford its very regular and satisfactory dividend of two per cent. every quarter; but it is doubtful if the extension of its far-reaching lines towards sundown has "paid." Certainly, I know from close personal observation of the management and operation of the "American," in Chicago and the northwestern States, for the last fifteen years, that it has been distinguished by its economy, perseverance, and good judgment; and never was an Express company, or any other business concern, served by more intelligent and faithful officers and men—barring a few exceptions.

During the war, and a year or two later, when greenbacks were plenty, the business of this great division grew to unwieldy proportions, and the double duty of J. C. Fargo was very manifestly wearing upon his health (for it was his habit not to give to an assistant any work peculiar to his own official functions, either as assistant general superintendent or agent), but the fact did not seem to force itself upon his own attention until some months after his promotion to the general superintendentship of all the company's divisions, east and west, and removal to New York city, when his once vigorous constitution gave way, and nature asserted her right to a rest.

Accompanied by his excellent wife and family, he made the voyage to England and the tour of the continent; and, after a few months of much needed relaxation, was enabled to return and resume his new and laborious, as well as responsible, duty in the New York office, now located at No. 65 Broadway. For the last ten years he has enjoyed moderately good health, somewhat improved, perhaps, by his summer residence on his rural estate in Irvington, adjoining "Sunny Side," on the Hudson, for many years the home of Washington Irving.

Mr. and Mrs. Fargo (the latter exuberant with health and cheerfulness) have two sons, William and James, recently graduated from the college at Williamsburg, Mass., and one daughter, Anne, a little younger, I believe, than her brothers.

The general superintendent's right-hand man, the acting superintendent in the absence of his chief, is Charles G. Clark, twenty-nine years ago the company's head money-clerk. He is as active as ever, and always busy.

Chicago itself is one of the best paying points of the "American;" probably it ranks next to New York in the amount of its business, under the watchful care of the experienced and energetic assistant general superintendent, the immediate successor of J. C. Fargo in the northwestern management. He is very much beloved by his men, and no one has a better right to be. It runs in the blood. When any faithful employee is in affliction, and Charles Fargo is aware of it, the man is sure to have his sympathy, and, with it, something more material. "Like master, like man," is an old saying, currently made good in the Chicago offices. There does not exist any society of men specially united for the declared purpose of helping each other in the time of sickness and poverty, in which there is more practical kindness to each other than (as I often had the opportunity to witness) amongst the employees in the Chicago office of the American Express Company, from the chief bureau down to that wonderful department in the basement, where the venerable, but still active, Caleb Howe keeps the "old hoss"—(an animal well known to every expressman). I was "on the staff" fourteen years myself, and "am competent to testify." With such men in the leading positions as S. G. Seaton, Barney Wygant, John Bradley, George McLane, the two Whittle brothers,

John R. Floyd, John Ohls, Abraham Herring, Ed. Sawyer, Rodney Chambers, N. W. Watson, Ed. Hill, Stuart, Drake, Freeman, Miles, Rankin, and some half dozen others, and several messengers and drivers (who might be named, if space permitted it), how could it have been otherwise.

Probably the "United States" people were equally so. H. D. Colvin, for thirty years or more their chief, was a generous man, and appreciated faithful employees, of whom he had his share; and has them still. Certainly, the men of both companies were very patriotic at the outbreak of the war which aimed at the destruction of the national government, and many promptly volunteered to defend the old flag to the death, and subsequently made an honorable record as sharers in the exposure, privations, and carnage of the four years of that terrible war. It was in that service that Major D. W. Whittle (now an evangelist) won his best earthly laurels.

There was, of course, an immense increase of business on all Express lines during the war, for the remotest "point" in the northwest had contributed its quota of men, and every soldier had more or less money and parcels passing between him and home; and even for two years after peace was restored, the ruin of commerce and manufactures, consequent upon such a tremendous expenditure of means as had been required during hostilities, was staved off by the delusive flush of greenbacks; and the Express service still flourished.

In 1866, its charges, reasonable enough as compared with the inflated prices of everything else, began to attract the attention of the merchants, and, observing how profitably the existing companies had operated during the war, they inconsiderately concluded that it must always be immensely lucrative, and *at their expense*; unless, indeed, they should accept the proposal of some sanguine schemers and all go in for the establishment of a gigantic coöperative forwarding institution of their own, and become, in short, their own expressmen. There were "millions in it," they thought, or were made to believe, and so stock-books were started in all of the cities, numerous wealthy mercantile people became pledged to contribute their quota to the biggest capital ever known in the business, and the result was "THE MERCHANTS' UNION EXPRESS COMPANY," which

was to render all of the old institutions superfluous, and, in a short time, defunct.

It was not an unnatural blunder for unthinking men to make. Certainly, the existing Express rates were too high; but, then, in consequence of the inflation of the currency, all prices were enormous. Millions of dollars lost in the ruinous competition which followed, might have been saved had the discontented merchants, instead of starting an Express, at a cost unparalleled in history, united in a powerful combination to remonstrate with the old companies against their high tariffs. The result of such a considerate measure, urged by so numerous and influential a class of customers, would most certainly have secured a reduction of Express rates, without loss to anybody. But, no; there were a few speculative men of means, who imagined that there was a perfect "bonanza" in a new company, to be owned and sustained by the prominent merchants throughout the land. Probably there is no business of which most people are so ignorant, and yet think they know so much, as the Express service; and this great mistake was notably illustrated, as already stated, in the projection and establishment of the new company, with its millions of reserve behind the laughable little five per cent. "paid in."

It seemed, at the outset, to be looking for a repetition of the coon's experience with Davy Crockett.

The new institution expected that the old companies would "come down," but the old coons didn't see it in that light, and were not frightened worth a cent. It was the new concern that came down—*with the rates*; and then came a fall of the *old* tariffs; succeeded by another reduction by the "Merchants' Union," below living rates; followed by still another on the other side. The men who had been forty years, through hard times and good times, and with incalculable, though unappreciated, labor, building up the business, from Maine to the Pacific, on their several routes, could not tamely yield, or cringe, to an enemy *whose avowed purpose was to usurp their hard-earned positions, and to wipe them out of existence*. They were no such persons; they were made of sterner stuff. They were good for a hard fight, and a long one. Self-preservation is the first law of nature. In a great stress of weather the wise

skipper at sea often sacrifices a portion of his cargo to save his ship. The old Express managers, to disable their enemies through great loss, by reason of ruinous rates, had to make great sacrifices themselves, and they suffered heavily before their resolute course caused the Merchants' Union capital to collapse; but it *was their only means of salvation*. It was not their fault.

In the meantime, that is from 1866 to 1868, the growth of the business of the "American" in the northwest was greatly retarded, notwithstanding that Charles Fargo, and the efficient division superintendents, route agents, and other force under him, worked with all their ambition and ability not to lose a single customer or a pound of freight. Nor was this state of things much improved in Chicago, after the consolidation of the vanquished company with the American, for the country had begun to experience the sad results of the late war in many ways, and trade, especially, was very dull. Then came, October 9, 1871, the destruction of the city by fire. "*Delenda est Chicago*," might as well have been said of it as of Carthage. The Express buildings were in the general conflagration on that memorable Monday.

I was not one of the large squad of employees, who very methodically, if not very coolly, removed all of the company's books and papers—no small job even for two dozen men—from their building at the northwest corner of Lake and Dearborn streets, to a place of safety; but I have heard the conduct both of the agent and the men highly praised.

My personal losses were considerable (for me) and I regarded myself as ruined. Innumerable acts of sympathy and active kindness marked those hours of fearful peril and excitement. Mrs. Charles Fargo made many at home in her house. The expressmen were active everywhere in doing good. Gentlemen entirely unused to physical labor might have been seen bearing large burdens. Seeing his old clerk, F. W. Southack, trying to save his trunk of clothing, Thomas B. Bryan forgot his own great losses and took hold with him, and the two toted it together through the streets to the poor man's lodgings, half a mile away.

With their usual promptitude, Charles Fargo and H. D. Colvin rented other offices while their own were yet burning.

The "American" went two miles south to 22d street and Wabash avenue, and almost as far on the west side. Subsequently it occupied at the corner of Wabash avenue and Harmon court, until it obtained more spacious quarters in a large building near the foot of Randolph street.

Business was just beginning to recover a little, and the city was rejoicing in having been rebuilt, when along came the monetary panic of 1873, by which Chicago and the northwest suffered no less than the rest of the country. In the meantime the "American" had built for its main office the large stone-front edifice (91 feet front by 150 deep) on Monroe near State street, which it has occupied ever since. A considerable portion of this sightly structure is rented to other parties. D. B. Cooke, the rental agent, occupies an office in it for the transaction of the clerical work of his purchasing and commission department; for in Chicago, as in all the first-class cities in its territory, the "American" serves as a medium for consignments of produce, and the execution of orders to buy goods for people residing at or near its four or five thousand Express stations.

By the way, has the public any adequate idea of how many Express agencies the four or five old companies employ? The number cannot be fewer than from ten to twelve thousand, and these average three men to each. So there are more than 36,000 regular expressmen in this country, to say nothing of the irregulars employed by a few railroad companies.

Some months ago a count was made of the Express agencies in Michigan, Indiana, Illinois, Wisconsin, Iowa, Minnesota, Missouri, Kansas, Nebraska, Dakotah and Colorado, included in the American's North-Western division, and it was found to be 2,700. The way-bills and agents' daily abstracts and periodical statements, representing all of the business of all these places, go directly to the General Accounting Department in Buffalo, and their cash balance remittances to Alexander Holland, Treasurer, New York city. I have shown elsewhere in this book, the admirable method used by Messrs. J. N. Moore and — Sawin, in auditing all these accounts, and correcting any errors in the abstracts and statements.

Thomas B. Fargo, formerly agent at Detroit, was made

Superintendent of the Illinois Division, upon the transfer of J. Eggleston to Boston, but resigned in 1879.

The total number of employees in the American Express Co.'s Chicago office, including messengers, is 342; number of messengers on pay-roll, 107; number of drivers and helpers (or "conductors"), 78. There are 76 arrivals and departures of messengers daily; 68 wagons are in use, and the company has at this point 138 horses, in charge of Capt. Leach.

The following represents the official force of the Division in 1879:

Charles Fargo, Assist. Gen. Superintendent; Geo. A. McLane, Clerk, Chicago.

Illinois Division :—	John H. Bradley, Supt., Chicago.
"	John Ohls, Assist. " "
"	James F. Whittle, Route Agent, Elgin, Ill.
"	P. R. Wilhelm, Route Agent, Springfield, Ill.
"	H. W. Yalding, Route Agent, Chicago.
Wisconsin Division :—	A. Antidel, Supt., Milwaukee.
"	S. S. McDuffie, Route Agent, Portage, Wis.
"	I. W. Hartshorn, Route Agent, Clinton, Wis.
"	W. S. Dalliba, Route Agent, Green Bay, Wis.
Minnesota Division :—	E. F. Warner, Supt. and Agent, St. Paul, Minn.
"	J. E. Atherton, Route Agent, St. Paul, Minn.
"	T. B. Lawrence, Route Agent, Owatonna, Minn.
Iowa Division :—	W. J. Hancock, Supt., Dubuque, Ia.
"	Chas. Sloan, Route Agent, Cedar Rapids, Ia.
"	J. M. Heberling, Route Agent, Burlington, Ia.
"	John Flynn, Route Agent, Dubuque, Ia.

Mo. Kan. & Neb. Div. :—	E. L. Patch, Supt., Kansas City, Mo.
“	W. L. Cooper, Route Agent, Kansas City, Mo.
Michigan Division :—	J. S. Hubbard, Supt., Detroit, Mich.
“	T. M. Carr, Route Agent, Detroit, Mich.
“	H. D. Taylor, Route Agent, Detroit, Mich.
“	H. M. Wynkoop, Route Agent, Detroit, Mich.
Canada Division. :—	I. H. Arnett, Supt., Hamilton, Ont.
“	S. Pierson, Route Agent, London, Ont.
“	James King, Route Agent, Hamilton, Ont.

There are Express offices at the principal railroad depôts (as is the case with all of the companies in every first-rate city), where a vast deal of in and out freight that never goes to the chief offices is received and distributed.

Messrs. Kent, Watson, and —, all veterans, are very useful at these entrepôts. E. Mace Cooper, in old times the cashier of this company, is now Assistant Superintendent, acting for Charles Fargo whenever he is absent for a day or more, and at all other times making himself generally useful in the Division. No man in the service has had a more varied and thorough experience in all departments of the work, not only for the “American” but for several other important companies in Illinois and Nebraska and the territories; and none is more assiduous in the discharge of his official duties.

THE THREE COMPANIES IN CHICAGO.—The Chicago business, usually small (operating only the Pittsburg and Fort Wayne route), has improved under the charge of Anson Gorton; the United States Express boys, with H. D. Colvin, and his assistant, Schermerhorn, at their head, are as busy as bees in their spacious and very commodious hive on Washington street; and in the several “American” offices and depôts the well-distributed forces, supervised by J. G. Seaton, the Chicago agent, have as much as they can do.

The "American's" grand building on Monroe street is a sight to see. Nothing could be more convenient than the covered freight yard in the rear. The wagons are backed up to a large platform (shaped like three sides of a hollow square) just high enough for the rapid loading or unloading of their freight; and the tenders handle it lively, for every box, package, &c., to be way-billed there, must be weighed first, to fix the proper amount to charge for its transportation. The scrippers and billers work like so many automatic machines with steam-power arms; Rod. Chambers, meanwhile busy at the same work, but with a fatherly eye over all, including, perhaps, Camp and his colleagues in the adjoining room. Inside, S. G. Seaton (flanked by C. J. Petty and the Corresponding Clerk) commands a view of this portion of his clerical force—Barney Wygant, Ed. Sawyer, Freeman, Rankin and Miles, all old stagers, but as lively as some half-dozen younger clerks around them, while up the spiral staircase (a celestial corkscrew) are John R. Floyd, the General Cashier, with his 15 years of usefulness in full fruition, Ed. Hill and Messrs. J. F. Stuart, Drake Chadwick, and a row of way-bill clerks. The "Old Curiosity Shop," or room for "On Hand" goods, is presided over by the veteran Caleb Howe. Ab. Herring conducts an office in the immediate locality of the banks. Messrs. Watson, Clark, Kent, Bemis and Pomeroy are at the depôts.

CHAPTER XIV.

THE ST. LOUIS AND MISSOURI BUSINESS.—THE THREE COMPANIES IN THE GREAT SOUTHWEST.

I wrote this reference to St. Louis in the great southwestern metropolis itself, in the autumn of 1879.

The influx of strangers may be owing to the attraction offered by the annual great fair at the spacious and agreeable grounds in the suburbs of the city; but many of the country merchants (with whom the hotels are so full that I found it impossible to obtain a "single room" in any of them) have been drawn hither by their want of goods to meet the unusual demand.

The common carriers are beginning to be very busy, and in some wholesale houses there are daily increasing evidences that St. Louis is to have her share of the general business prosperity now advancing like a big wave from the Atlantic States, to refresh and energize the long-dormant enterprise of the whole country.

This city is not so swift to indicate the coming epoch of business revival as I found Chicago was. That city is manifestly more like New York than any other, and it quickly reflects every great commercial change, either for better or worse, experienced in the great money-center. In New York city business vitality is double what it was last year, or any year since 1870, and it is already felt in these great western cities.

The difference between St. Louis and Chicago, it strikes me, is that which is generally found between young and sanguine manhood and a more mature, staid and circumspect period of life. Chicago is more like an energetic business man of from 25 to 40 years of age; St. Louis may be better compared to the slower, more cautious and (perhaps) wiser merchant of from 45 to 60. It may be owing to the fact that there is in St. Louis a much larger foreign element in the population engaged in trade than in Chicago, and on the whole

the foreign-born (with the exception of the Irish, of whom there are comparatively few in trade), are more conservative than Americans and less enterprising; and so hold St. Louis back.

Of course this does not apply to the expressmen. There is a very decided homogeneousness and resemblance among Express employees, and difference of localities does not affect the fact. Our brethren here share in the acuteness, activity and *rush* of our race.

The "American" has in St. Louis in daily operation, 36 horses, 16 wagons, and 16 drivers. It has about 40 employees on its pay-roll.

Edwin Hayden, the resident director, is fortunate in retaining the services of a number of employees of many years' experience in the business and fully devoted to their respective duties. J. W. Heaton and Wm. McDonald have been with the company about twenty years. Clarence E. Rood, correspondent (acting as agent in the absence of his principal), has been a very efficient and useful man, in and out of the office, for about six years; his urbane and pleasing address greatly recommending him to the shippers.

The United States Express Co.'s business, under the judicious attention of Agent D. T. Packer, is a feature of St. Louis, but is not so large as it was before the loss of the way-expressing on the Northern Missouri Railroad (700 miles), which it could ill afford to relinquish. Its through freight passes to destination without hindrance.

Parker was formerly agent at Leavenworth. It is now a quarter of a century since he entered his present calling. He has under him from 50 to 55 employees, besides the 31 messengers who run to and from St. Louis.

Hunn (not him of the firm of Huns & Vandals, but "C. B.," Mo. Div. Supt.), is in the same office, looking back to 30 years of Express life. So is our still fat and fair friend, T. W. Radcliffe, the cashier, who yet looks young, though he has seen 25 years of faithful service.

The "U. S." has 7 single and 15 double wagons and 42 horses, and they have to move around pretty lively under the present rush of trade.

That is the case, too, with the Adams, with its 15 drivers and 35 horses, and full complement of handsome wagons. The Adams employs 62 men, and the head one is worthy of the highest position in the gift of the great company which he has served so many years to its entire satisfaction, and so acceptably to the community, in which he has no superior as a citizen.

C. C. Anderson, agent of the Adams, is identified with the mercantile life of St. Louis, which no class of residents has done more to cultivate than our Express brethren. Like others, here and elsewhere, whom I could name, his value to the business cannot be measured by any of the ordinary methods.

Doubtless Anderson has had very faithful assistants. Certainly he has 22 good messengers, speeding like so many Mercuries in and out of St. Louis, east, west and south, to do the public's long-stretch errands.

The Adams is taking a strong hold upon business in Colorado and the Territories. It has many agencies in Kansas, and the Indian Territory south of that; but, from St. Louis to Sedalia (its first point in Kansas), it is dependent upon the U. S. Express Co.'s car for its connection (1879), a defect which it hopes to remedy. It takes a large business to be remunerative, but the Adams, with its usual good luck, makes it pay.

There is an immense amount of wealth in St. Louis. Already it has come to be regarded in the west as an old city. At the outset of the Express service in the east (1839), St. Louis was like a bustling, self-confident, demonstrative youth of 19 or 20 years; more show than substance. From 1828 to 1836 it grew rapidly. Its business men and land-owners, Chouteau, Lucas, and the rest, counted upon its becoming a great metropolis, very early. Some forethoughted mothers, with a keen eye to economy, make their children's clothing two or three sizes larger than necessary, in order that they shall not outgrow them in a hurry. So those city-fathers, looking for a marvelous growth in St. Louis, made arrangements accordingly, and bought up all the corner lots. The thriving river town was filled with men ready to take hold of the ex-

pected business, and enrol their names as permanent citizens. The St. Louis steamboats were the glory of the southwest. In short, business was overdone; competition became sharp and ruinous, and the place was overrun with lawyers, and clerks, etc., out of employment. The hard shot of the panic of 1837 struck St. Louis business "below the waterline;" and in 1838 and 1839 it was no better off. It shared in the general collapse of commerce and credit, and its old hurrahs were changed to a still, small song, suitable to its humiliation. Even "Cap. Gould" and his gorgeous steamers whistled more quietly.

After a few years, St. Louis business—what little remained after so much hard squeezing—became settled down upon a firm and healthy basis; and it has prospered ever since. Men like Lucas, early owning much land within the limits and holding on to it, became rich doing nothing; and some foreign-born merchants and manufacturers, by close economy, accumulated wealth. Enterprising expressmen and merchants from the east and south, and steamboat owners and railroad companies, have done the rest; and St. Louis is a great city.

The Southern Express Co. is well represented in St. Louis, by a southern man, C. H. Albright. Its office is at 212 Fifth street.

It does not do, as yet, a large business in this city; but I see its wagons in the streets. Richmond and St. Louis are regarded as its most easterly points, notwithstanding that its president has an office in New York. This company runs an Express over the St. Louis, Iron Mountain and Southern Railroad, and all its branches; total, 665 miles.

Agent Albright is from the tar State, North Carolina, and sticks *well*. Beginning as a messenger, in 1871, he afterwards was promoted, for appreciated service, to the agency at Jackson, Miss.; and again, in April, 1878, to his present more important position in St. Louis.

There are 10 messengers of the Southern Express Co., who report at and issue from this office. Their freights average from 10,000 to 15,000 pounds daily.

The business, good already, promises, like the rising generation, to *grow*.

St. Louis was for many years almost entirely dependent upon its river passenger and freight transportation, and boat traffic.

With the incoming of the railroad system, its business by boats fell off more and more as time rolled on, and the magnificent floating palaces, which were at once the comfort and the glory of the "Father of Waters" (as the Mississippi was often called), with such able and popular captains as Emerson Gould in command, as commodores and landlords, became fewer, and at length the business was only nominal.

After many years of attenuated existence, the steamboat business revived in some degree, and grew into an appreciable value.

At present, the river commerce is a source of wealth to its owners. There are many nice steamers, as well as the more common river craft. The "W. P. Halliday," is a very beautiful passenger boat, built for Captain Gould, and run by him, assisted by his son, E. W. Gould, Jr. She runs between St. Louis and New Orleans.

L. U. Reavis (who has done me the honor to quote from my volume of 1858), has compiled and published recently a very valuable octavo of about 400 pages, upon the "Railway and River Systems of the City of St. Louis," which ought to have a place in every library of practical books. In it he says that Emerson W. Gould, president of the Kansas City Packet Company, is probably the oldest active captain on the western rivers; has been forty years in the service; has built more than twenty-five passenger steamboats, and has lost but one boat, and the life of but one individual. At the age of 63, Gould is as acute and active as many men at 50.

Of all the great railways for which St. Louis serves as an entrepôt, the "St. Louis, Iron Mountain and Southern," is the most affluent source of her wealth. Including branches, it operates 709 miles. The "Mountain," as its name implies, is nearly all iron ore. Hence, Missouri may be regarded as the most *ironic* State in the Union. This is a joke, but the fact itself is solid; and it serves to illustrate the St. Louis boast, that her foundations are not for a day, but (like the Express), for all time. Still, they are constantly digging at that moun-

tain, and a century hence all that will be left of it will not make an iron pot.

The St. Louis and San Francisco Railroad runs 365 miles in a southwestern direction, to Vinita, in the Indian Territory, carrying the "Adams" express matter, agricultural products, and on its stock trains any amount of Texas cattle for eastern feeders, or exportation.

The Missouri Pacific connects St. Louis with Kansas City. The St. Louis, Kansas City and Northren Railroad (509 miles), extends into the pine State of Iowa. There are several eastern lines, connecting this city with New York, which is 1,070 miles away.

In 1764, the human inhabitants of this place, with Pierre Laclede Liguist, the enterprising Frenchman, at their head, might have been counted upon his ten fingers (supposing that the bears had left him as many), and an acre or two near what is known as "Walnut and Main," included their few huts and arable land. Now, the city covers 62½ square miles, and (the census to the contrary, notwithstanding), holds a population of over 400,000, native and foreign-born.

Three-quarters of a century, it is said, elapsed before any encouragement whatever was offered to the mechanical arts; that is to say, to skilled workmen; so engrossed were the people (from the Chouteau family down), in the fur trade; though a portion of them were devoted to boating on the great river, and a few to cultivation of the soil. Now, most all kinds of useful manufactures constitute a considerable source of wealth. The shipments of wheat this year will exceed 2,000,000 bushels, and the common carriers will handle twice as much coin. With a river navigation of 15,000 miles, there will be also in 1879 an immense tonnage, foreign bound. The bank clearings in the St. Louis Clearing House for 1878 amounted to \$957,263,852.

As in the east, the family of a celebrated deceased statesman (with the exception of his very exemplary widow), is said to be disgracefully degenerated, and the ladies of the family lamentably intemperate; so here, the last relic of one of the illustrious founders of St. Louis is a drunkard!

Just prior to its loss of its business on the No. Mo. R. R.

in 1879, the United States Express Co. had exactly 100 bill offices in Missouri. In its entire western division, including all of its lines west of New York State, it had 960 bill offices a year or two ago. Probably the number exceeded a thousand in the spring of 1879.

Its old superintendent in the far west, L. A. Fuller, a man of life-long experience and great capacity (yet a very quiet, modest man, too, and prodigious favorite with the employees), resigned his position when the company, for which he had worked so long and well, lost their 700 miles of Express service on the Northern Missouri Railroad, to take charge of the railroad company's own Express business on that route, which soon became well-known as the "Kansas Pacific Express."

W. L. Cooper, American Express Missouri and Kansas route agent for some years past, was originally in the like service for Wells, Fargo & Co., and later, for the Adams and United States Expresses.

However, veterans though they are, Edwin Hayden was ahead of them all in the Express service in St. Louis.

Before the two or three Express firms, mentioned in the earlier portion of this history as having consolidated into the American Express Co., had relinquished their separate operation, one of them had opened an office in St. Louis. It was in the spring of 1849. The agent was Packard. It was not so easy getting freight from the east in those days. His freight, &c., from New York and New England, went to Buffalo by rail; *thence by lake to Chicago*; thence by canal to La Salle, Ill.; and thence by Illinois river, in steamboat to St. Louis. The arrivals were very irregular. Later, all three of the original great Express companies became firmly established there, and for nearly or quite thirty years had no other competitor; but now the Pacific Express Company has been organized, and St. Louis will be its headquarters.

The managers of these four grand enterprises all look wishfully into the gold and silver areas of Colorado, and the territories; but, as yet, the Adams has possibly the best sight.

CHAPTER XV.

ILLINOIS AND WISCONSIN EXPRESS POINTS AND OPERATIONS.

The American and United States Express Companies do considerable business in Kansas and Montana Territory, having offices in most of the prominent places. Through Express connections (including the Pacific Express Company), they deliver and collect largely in Colorado, especially in the mining region.

The shipments by the American into Nebraska, from many points in Illinois, are numerous, daily; this inter-State trade being convenient, and growing rapidly in importance, under the judicious and careful culture of the merchants and manufacturers of Illinois, with the active coöperation of the Express managers.

The fact is, that though Illinois is pre-eminently a vast granary, stock-pen, and coal mine, she is not without her large manufactories—notably of agricultural machinery, farm implements, and wagons. And, then, Chicago, with her numerous large stock of goods, and immense provision market, is an important factor in the case, in more senses than one, and she makes her resources appreciated through her expressmen.

There are a dozen or more considerable cities in Illinois, not comparable, of course, with Chicago (for the tendency of the metropolis to absorb its smaller competitors, so manifest in the east, is visible here, also), but which are certainly deserving of mention in considering the sources of Express support in this magnificent area.

Springfield, Rockford, Elgin, Freeport, Sterling, Quincy, Alton, Cairo, Peoria, Joliet, Aurora, Galesburg, and Monmouth, may be named as prominent, though there are some others, perhaps, just as deserving of notice.

The first-named has the usual concomitants and local features of a State capital, and has, besides, a title to consideration as a place of business. Both the American and United States are well represented there. M. G. Hall, the American's agent, is of

recent appointment, having previously served as route agent. He is still young and active, but of good judgment and appreciated integrity.

His predecessor in the same office, William J. Footner (whom I remember as a young clerk standing at a desk in the American office in Chicago a dozen years ago, and performing his onerous daily work very satisfactorily), has been recently promoted. Or, rather, the Northern Pacific R. R. Express Company has made him superintendent of its Minnesota routes.

Freeport, Ill., founded only about thirty-three years ago, is already a flourishing little city, thirty-five miles east of the Mississippi river, ninety-five miles west of Lake Michigan, and 121 miles from Chicago. Several railroads center there, because it is the entrepôt of the abundant products of the fertile farming country for which that portion of the State is famous. Its population is about 12,000, including the Express people. Our old correspondent, E. B. Hall, has been in the service a quarter of a century—fifteen years of it as agent in Freeport—and consequently must stand A No. 1 with his company and people. His predecessor was S. Wright; still living.

At Peoria, a beautiful city as a place of residence, yet by no means insignificant as a mercantile and manufacturing place, both the "American" and "United States" do a fair business, in a joint office, directed by Charles C. Delong, originally a *protégé* of H. D. Colvin, in the "United States" office, Chicago, where for some years prior to the great fire he was cashier. He is a very quiet little man of middle age, well-bred, and thoroughly executes all the duties of his situation.

J. S. Ticknor is the American's agent at Rockford, and has been since 1864. During that long term there has never been a loss of a single Express package at that point. Rockford is regarded as the most lovely of the few charming cities that Illinois can boast. It is located on Rock river, midway between Chicago and Dubuque, Ia., on the Chicago and Northwestern Railroad. Its population is about 15,000, and the expressmen are adding to the number. The river at this point furnishes the finest water power to be found in the State, which is largely utilized for manufacturing purposes, giving constant employment to about 1,500 persons. The population is made up prin-

cipally from New York and New England people ; but very few of foreign birth being among the number. The business men and manufacturers are noted for their energy and push, and their successful development and management of the several business enterprises inaugurated by them.

There are six banking offices, each doing a large and apparently lucrative business. As a natural consequence, the "American's" old agent, with his five assistants and two teams, has his hands full ; but that suits him.

C. Fay Fargo, a nephew of the superintendent's, is agent at Quincy, Ill. He had a sound training, in various capacities, for about ten years in the "American's" office in Chicago.

If Quincy had had no large city within two hundred miles of her, she would have become quite metropolitan by this time, and fed and housed 200,000 people ; but St. Louis and Chicago were too handy, and Quincy (whose prospects were so brilliant when Harnden was doing his best, in 1842, to decant the people of Ireland into the Valley of the Mississippi), dropped astern, notwithstanding that she had the finest basis for a thrifty population, and her business men were well educated and energetic colonists from New York and New England. Chicago herself had no better society, nor more intelligent and able merchants. Nor was the prospective greatness of Chicago's future, in 1840, more assured, in the estimation of ordinary observers, than Quincy's.

However, Chicago's fine location on Lake Michigan turned the scale and decided her superiority, in the minds of the railway magnates east, and she became the favorite center for investments.

But Quincy, without such extraneous aid, has kept steadily, though slowly, progressing, and may be called prosperous in her various industries, superior in social amenities, and a good customer to the American and United States Express Companies.

It has been said that the Chicago, Alton and St. Louis Railroad Company contemplates running an Express of its own. It is to be hoped that that corporation, heretofore so well managed, will not attempt to oust the "United States" from its well-earned patronage on that road. The "American's" business on the Illinois Central and its branches seems to be of assured

permanence. It is a grand route, and is nobly served, both by the railroad management and the Express, under Charles Fargo. There are a number of flourishing little cities on the line of it, between Chicago and East St. Louis, each serving as an entrepôt for the prodigious harvests of cereals from the rich soil of the surrounding prairies—a land of plenty—owing, under God, to the encouragement and material facilities extended to settlers by the directors of the Illinois Central Railroad Company.

Here, too, mingled with the Yankee and Pennsylvania Dutch stock, may be found some of the descendants of the English, Scotch, and Irish imported by Harnden & Co.'s European Express in 1843-4—poor enough then, but rich now. What a change in the face of the prairies since then!

The most lucrative railroad in Illinois is the Chicago, Burlington and Quincy, on which admirable route the "American" has exclusive control of the Express service.

This, too, passes through a very fertile country, some of which is rolling prairie, very productive of the staple cereals, but especially corn, or, as the Europeans call it, Indian maize; and amazing it certainly was last autumn.

Aurora, a city of 20,000 or more inhabitants, is located on a hill-side about thirty miles southwest from Chicago, and, on account of its elevation, offers an agreeable change from the dead level of the metropolis. Sam. W. Thatcher has been for many years the Express agent there.

Between Aurora and Galesburg there are Alendota and numerous other communities, affording considerable Express patronage, and the natural inference is that a good degree of intelligence, improved by educational advantages, prevails in these thriving towns. Certainly the Express agents are well worthy of such appreciation.

This holds good, especially, at Galesburg, where Geo. W. Waldron has represented the American for many years. He has a lively berth there, and requires some half-dozen efficient assistants; the business being very prosperous this year.

Galesburg is a live town—or rather small city, having a mayor and council, and some 14,000 people. The society is good; the educational privileges better than common, and

there are numerous considerable stocks of goods, the replenishing of which makes work for the Express.

All along the line of this (C. B. & Q.) railroad and its several branches, the recent improvement in business, caused by the foreign demand for American products, has been very welcome.

Monmouth is a great transfer point. It is a college town, but has a fair amount of business, including two or three large manufactories. Burlington, Iowa, the terminus of the road, is too near, and offers too large and varied a market, for Monmouth to attain to any greatness as a mercantile place.

The Wier Plow Co., at Monmouth, produces a great number of excellent agricultural machines, and employs 300 men or more. Pattee, Bros., & Co., are considerable manufacturers of the same class of goods. It is a good location for makers of other varieties of mechanical products. In the college there are some 350 of both sexes, and the institution is very creditable to Warren county. There is a public library, founded by a Mr. Presley, who, while he has given many thousand dollars for this object, and for religious causes, denies himself the cheapest luxuries of life. The town is beautifully located.

Elgin is one of the several cities in Illinois which have grown rapidly both in population and material prosperity, and become large contributors to the Express companies, which have had no small share in building them up. Elgin is mainly remarkable for her grand dairy business, and the manufacture of the beautiful watch movements of the Elgin Watch Co. It is the present residence of James F. Whittle, the Express route agent, for many years employed by the American, but still in the zenith of his usefulness.

Dixon, on Rock river, in Lee county, Ill., has a population of about 5,000. It is a prosperous little manufacturing place, and enjoying the facilities both of the Illinois Central and Chicago and Northwestern Railroads, and two Express companies, its future importance seems certain. Second to these perhaps (and perhaps not), is her superior water power.

The Chicago and Northwestern Railroad, with its more than 2,100 miles of rails, is a huge helper to Illinois. Connecting Chicago with California, *via* Omaha, and its radiating

branches doing duty in the lumber, grain and mineral regions of Wisconsin, Michigan and Dakota, it is of incalculable advantage in developing the immense resources of that large area, while at the same time it enriches itself.

To what a magnificent future are such extensive railroad enterprises as this, and the Illinois Central, the "open sesame!" All along their network of lines, at this time, and ever since last autumn (1879), there has been a flush of Express business, and many other indications of a re-animated prosperity in the towns.

The messengers of the old companies all over the country are a noble band of brothers; and no other class of toilers, possessed of the same intelligence and business ability, work so hard at certain seasons of the year, for a limited compensation.

The last plenteous fruit season yielded millions of packages to the Express, and nearly all of them were handled by the messengers. And this manipulation is no child's play, but hard work—work that breaks down ordinary constitutions. Much of it has to be done in a hurry, at transfer points like Monmouth, where the packages (more than 5,000 per week at that junction), have to be passed from one train to another, while both are impatient to be off. There is no time for chaff then. Some of these faithful workers for the American, daily traversing the C. B. & Q., and the St. Louis and Rock Island, are Hartman, Mooney, Cooper, Williams, Cochran, Naylor, Breed, Beal, Coe, Newcomb, Phillippi, Wells, Batesman, Yuill, Lathrop, Waldron, Waters, Johnson, Merrill, Olson, and that droll fellow, Belknap, with his "can't check."

Truly Illinois is a superb State. No wonder that it was the favorite home and "stamping-ground" of Abraham Lincoln and Stephen A. Douglas. It is no marvel that they were proud of it. No mystery that both of them desired that when life's fitful fever should be over, their remains might be consigned to its earth. They had their wish, and their memory is embalmed in the land they loved.

Wisconsin has not been so good a field for the Express companies as Illinois, but still they have done well by her, and she has done well for them. She is served exclusively by the

two companies which for 20 years were the only competitors for her patronage; the American and the United States. All through Wisconsin, and indeed throughout the northwest, the names of Henry Kip, and Colvin, and Joe Shepard, are as familiar as household words.

I regret that those gentlemen, and the route agents of their very useful lines, have omitted to supply me with some facts relative to their operation in Wisconsin and elsewhere northwest, which just here would be appropriate to this review of the entire Express service.

The Wisconsin division of the American contains 2,958 miles of railway, under the supervision of one of the very best men in the service, in whatever relation his characteristics and attainments are considered. His division embraces portions of the Chicago, Milwaukee and St. Paul, and Chicago and Northwestern Railroads, and covers the entire lines of the West Wisconsin; Wisconsin Valley; Wisconsin Central; Fond du Lac; Amboy and Peoria; Western Union; Mil., L. S. & Western; Sheboygan and Fond du Lac; Marquette, Houghton and Ontonagon; Green Bay and Minn.; and the Mineral Range Railroads.

Albert Antisdel is superintendent of 147 regular offices, and 211 non-reporting agents, all of which offices are periodically visited by the route agents, viz.: J. J. McDuffie, with headquarters at Portage city; J. W. Hartshorn, at Clinton; and W. A. Dalliba, at Green Bay; gentlemen whom I have known for many years of their constantly increasing usefulness, in whatever positions they have chanced to be occupied.

Superintendent Antisdel is also agent at Milwaukee, in which flourishing western metropolis his ten years of invaluable service has rendered him highly respected by the public, and beloved by the employees; a fitting sequel to five years of usefulness in the management of the American Express at Detroit, Michigan.

Together with his experienced and able coadjutors, the route functionaries, and leading agents like H. H. Dodd, at Fond du Lac; W. Colvin, Oshkosh; F. F. Wormley, Racine; J. H. Nichols, Madison; Dalliba, Green Bay; J. R. Bottsford,

Janesville; J. L. Malloy, Sheboygan; J. L. Fuller, Eau Claire; A. L. Bigelow, Kenosha; H. B. Dodd, Watertown; J. S. Appleton; and E. F. Prince, Ashland; he has done nobly in building up the business of his company, and advancing the interests of Wisconsin.

That dozen of thriving little cities would be regarded in the east as large and flourishing mercantile towns. In several of them the United States Express is also represented.

From years of personal acquaintance with most of them, the author can attest to their adaptation to the work of serving excellently well the interests both of their employees and the communities which they ornament.

We have a particularly pleasant recollection of Dodd, at Fond du Lac; of Janesville and Bottsford; Racine, with its new agent, Wormley (successor to the veteran Hall), and Madison, the capital, garnitured by its magnificent quartette of lakes, sometimes called "The Four Brothers."

Speaking of scenery, where, east of California and west of Pennsylvania, can any be found more picturesque than in Wisconsin? Eastern and European tourists, in quest of novelty in Nature, ought to come and see how her ladyship produces rare scenic effects in this western State. Gunners and anglers, go to Wisconsin! Debilitated men and women, go and take a new lease of life at Waukesha and Pewaukee! Grand resorts are Oconomowoc, Geneva, and "Devil's Lake," near Baraboo.

The American's Wisconsin division includes (for convenience), a few places on Lake Superior, within the boundaries of Michigan, viz.: Marquette, L'Anse, Houghton, Hancock, and Calumet.

Wisconsin is a grand agricultural State, and is as famous for ample harvests of the finest wheat as her big neighbor, Illinois, is for corn, cattle and hogs.

Leaving Wisconsin (whose finest stock was one Ole Bull), we might leave the prosperous beer-making Milwaukee, *via* the United States Express to St. Paul, but Iowa is too near, and too good a State, to be given the "go-by" so unceremoniously.



J. C. Platt
President of the U.S. Express Co.



J. C. Platt
President of the U. S. Express Co.

CHAPTER XVI.

THE AMERICAN IN IOWA, NEBRASKA, AND DAKOTA.—REMINISCENCES OF DUBUQUE.—THE UNITED STATES AND PACIFIC EXPRESSES.—OMAHA, COUNCIL BLUFFS, SIOUX CITY, LINCOLN, AND THE BLACK HILLS.

“Westward the star of empire takes its way.”

The poetic line, so often quoted, still expresses, in a small parcel, a great truth. Check it.

A huge area of tolerably rich agricultural country, well timbered, and thickly studded with cheerful, intelligent, and thriving little cities, towns, and villages, is Iowa.

It is lucrative ground, too, for the two competing old Express lines, which have had firm footing there for a score of years or more.

The American's superintendent in Iowa is W. J. Hancock, who, though hardly attained to the meridian of life, is old in the business. He began his seventeen years' experience in Freeport, Ill., in 1863, on the limited salary of thirty dollars per month. He is untiring (only wagon wheels are allowed to be *tired* in the Express service); but Nature is chalking her score, and will have her revenge one of these odd days. No officer should attempt to perform more arduous, incessant toil (especially brain work) than can be continued with safety to his health. Probably it is a matter entirely of his own choice, and possibly we may over estimate the amount of work in his “bailiwick”; but, besides Iowa, it includes a portion of Missouri, Nebraska, and South Dakota; also, a few offices in the southern part of Minnesota.

The earliest pioneer at the business of the American in Iowa, that my own long look back recognizes, was Peter Waples, agent at Dubuque in 1851. Dubuque (then a town built on natural bowls of earth) looked into the Mississippi river, but could not see a single Express office to the west of it, being

itself, then and for several years later, the *ultima thule* of Express enterprise.

Nearly thirty years ago, William G. Fargo and his associates planted it there, and now the puny sapling has become a noble tree, and Dubuque a populous and wealthy city, the pride of a great and powerful State.

Superintendent Hancock preserves the original "Out and In Trip-book" with religious care. The fly-leaf bears the following legend :

" LIVINGSTON, FARGO & COMPANY,
AMERICAN EXPRESS.
DUBUQUE AGENCY, ESTABLISHED
8th of May, 1851.
PETER WAPLES, Agent."

Its first entry is a transcript of "W/B, No. 281. 8 May, 1851. Chicago to Dubuque; total charges to collect, \$5.50." W/B, No. 1, Dubuque to Chicago, contained only one entry, but it was a good one, being a package of \$4,000 for the American Exchange Bank, New York.

The pioneer manager from Dubuque was S. J. Rickard, whose settlement with Peter was *triply*, squaring up every time. After him came "Capt. Oaks," Alex. Davidson, J. W. B. Murphy, Raynor, and others.

The business grew very slowly, and was not large when Edwin Hayden, in 1855, was sent by the company from his post as chief clerk in the Chicago office to assume the Dubuque agency. Hayden had been in the Express employ only two years, beginning as a messenger between New York city and Elmira, in that State, and next becoming a clerk, first in the Elmira office, and, in 1854, in a like position in Chicago, under the supervision of the new agent there, J. C. Fargo.

The latter gentleman, himself at that time (as I well remember) rosy with health and jocund spirits, and consequent suavity, was already a good judge of character, and the kind, honest countenance and cheery labor of Edwin Hayden, as his assistant, took his fancy. It was probably through his recommendation that the young man was appointed to take charge of the best office in Iowa. Hayden's ambition was flattered,

and with a light heart he repaired to Dubuque, and began very energetically his efforts to build up a business. The sad sequel to that matter is recorded in the history of the first twenty years of the Express service. For a few days the inflexible integrity of this excellent man rested under a cloud (and to a person of his sensitive honor they must have been days of exquisite torture), but he came out of it triumphantly, and has ever since been a favorite with the company, of which he is now a director.

In the spring of 1856, Thomas Adams (since so well known to expressmen in the northwest), was inducted into the Dubuque office by Edwin Hayden, as his clerk. The following year H. having been transferred to the charge of the Prairie du Chien business, Adams went up a peg and became agent; which position he had filled only two years when he was appointed division superintendent. "Promotion is rapid in the French army." Boys, be encouraged!

His division, at the outset, was westward from Chicago, on the C. & N. W. Railway, *via* Dixon and Galena, into Iowa; also, a portion of the Illinois Central road. In Iowa there was about 75 miles of railway west of Dubuque, and not more, in practical operation, west of Clinton, Ia. Now, how different! The American Express Company's routes in Iowa include 2,500 miles of rail. The United States Express Company's routes in the same State are extensive; the whole length being about 2,000 miles.

After retaining his superintendency seventeen years, to the entire satisfaction of the general superintendent and the public, our good friend A., with his usual forethought, came to the conclusion not to stand any longer the wear and tear consequent upon so much travel and hard work, both of mind and body, but, while health yet remained to him, to retire to a less arduous position. Accordingly, at his own solicitation, he was given the agency in the prosperous city of Clinton, Ia. That was in 1875. In 1880 he still retained that modest, but agreeable situation, in good mental and bodily condition, and quite as well fitted for office work as ever. Long may he continue so!

It is related, that while he was superintendent, one of his route agents sent to him for inspection a money envelope marked to contain \$300; and his subordinate accompanied

it with the notation that it had been opened (by the person to whom it was addressed), in the presence of the local agent, and no *money found in it*. The route agent, also, found it minus the money (so he said), and, enclosing it in a common envelope, sent it (without way-billing) to his superintendent, as ocular evidence of its worthlessness.

Scrutinizing the money envelope closely at the opening, which had been made in it by the earlier examiners, the astonished superintendent could just perceive the corner of a bank-note; and, on making a larger cut, he found three \$100 bills, which, "singular to say," had escaped their notice! Had the condemned envelope been lost on the route to him for examination (as it might have been), these gentlemen would have cheerfully made affidavit that there was nothing in it.

Yet on testimony as erroneous as this, men have gone to prison and the gallows.

The key to the mystery was in the fact that, through some inadvertence of its maker, the envelope had one extra flap, which covered the bank-notes, with the exception of the peeping corner discovered by the keen sight of our friend.

Readers unfamiliar with Express stationery will not comprehend how such a mistake in the manufacture could occur, but those who know what money-envelopes are, and how many millions the Express companies have used, can well understand that such imperfections must occasionally occur.

Clinton is one of Iowa's most agreeable and promising cities. It has 9,000 inhabitants.

C. H. Wells and B. P. Peckham were formerly superintendents in the Iowa division, prior to Adams's appointment.

The following-named experienced and active servants of the American will long be remembered. (Did I say long! alas! as Rip Van Winkle says, "How soon we are forgot!") M. C. McArthur, R. E. Hunter, Frank Dale, J. A. Gillette, W. W. McLain, C. Sloan, H. S. Holbrook, J. Flynn, and S. J. Roberts—all distinguished themselves in Iowa as route agents, &c.

McArthur was agent for many years in Burlington, Ia.—a fine city now, with about 30,000 inhabitants. Ed. M. Morsman, long a prominent expressman at Omaha, and recently

made general superintendent of the Northern Pacific Express Company, in Minn., was, for some years, quite useful in Iowa.

Gilliam, Webb, Gillette, Beebee, Demuth, Keim, Pinney, Christenson, and a dozen others, both of the American and United States, might be mentioned.

H. S. Holbrook, at this writing, is agent at Dubuque.

I visited Dubuque in 1864, on my way to St. Paul, and was interested in its rapid growth, but more particularly in the natural peculiarity of its very inconvenient site. However, its several steep hills (one of which I climbed with some difficulty), commanded a fine view of a grand sweep of the Mississippi, and repaid me for all my trouble.

I saw no nice architecture in the public buildings, no charming residence, no Yankee enterprise in the streets; but still there were lots of people (chiefly foreign), some business, and promise of more; and in the sixteen years which have come and gone, Dubuque has undergone material improvements, and is now a city of which the Iowans may be proud. It has 23,000 inhabitants.

The American has eighteen different railroad routes in Iowa, all affluent in Express patronage.

The principal offices (besides Dubuque), are Burlington, Clinton, Council Bluffs, Cedar Rapids, Creston, Des Moines, Marshalltown, Ottumwa, Omaha, Union Pacific Depot, and Sioux City, where Robt. A. Mills is agent. By the way, Mills has led a very checquered life, yet always creditable. After serving in the war, he went (1862) into the American's service in Illinois, as messenger, then as a clerk in Chicago, resigning after a few years, and going into the Express service (1865) at Atlanta, Ga., then to Chattanooga, Tenn., as cashier for the Southern or Adams Express Co.; then back again to the correspondent's desk in Chicago; next, to Galena, Ill., as agent; then to Dubuque, as route agent, and now he has been for some time agent for the American in what was once the great jumping-off place in Iowa, Sioux City.

That lively burgh (with a name so suggestive of war-paint and tomahawks), is now the terminus of six different railway lines, all occupied, so far as expressing is concerned, by the American, which is well represented daily by sixteen handsome

messengers. Which compliment to the "boys'" persons, is founded upon a certain familiar adage, implying that he always looks well who invariably behaves well; and that is the normal condition of the Iowa messenger. Sioux City is already an important Express point. "The mills of the gods grind slowly," but we look to Mills of the American Express Co. to hurry up Sioux City into the column of lucrative Express offices.

Burlington, a very flourishing member of small citydom, had for many years an excellent agent in the person of McArthur, but he resigned a few months since, and a very capable and experienced expressman, W. A. Naylor, was appointed in his place.

Recently Superintendent Hancock has changed his headquarters from Dubuque to Council Bluffs.

I have a high appreciation of Iowa; sharing with route agents and commercial travelers their respect for its merchants and manufacturers, not only because they are a host in number, and, as a general thing, well-to-do, but because they are honorable and business-like, and direct in their dealings, and are excellent exponents, as a whole, of the great American characteristic, *go-ahead-ativeness*.

There is no moral darkness there. Iowa suggests to me a sturdy fellow, just turned into complete and proper manhood; of commanding figure, well-developed muscle, and a frank and cheerful countenance, ruddy with health, and very pleasant to look upon, as he stands in the wide doorway of his well-filled barn, which with "half an eye" you may see is stuffed full of all the cereals with which that State abounds.

The land is rolling, and agreeably diversified by river and forest, quiet streams, and embowered tarns, where brook trout and wood-ducks love to disport themselves in the absence of intruders. Prairie chickens, pheasants, partridges and quails, are still abundant in Iowa, but not near so plenty as some years ago, when the business of shipping them in winter to the eastern markets by the American or United States Express was very remunerative, both to the consignors and the companies.

I remember receiving, while in New York city, consign-

ments of as many as fifty large cases of such game, in 1858, from Martin Ryan, in Dubuque, and paying him nearly three thousand dollars, besides the freight to the American Express Co., which was not a trifle.

The U. S. has more than 300 points of receipt and delivery. Jos. Shepard and J. H. Quick have been its prominent superintendents.

At numerous points the same offices serve for both companies; the expenses and receipts being shared equitably, say American three-fifths, and U. S. two-fifths. The like custom prevails, indeed, between these two companies in several other States, and works amicably and well for their respective treasuries.

Persons not familiar with the general footings or financial summaries of the accounting departments have little, if any, idea of the immense cost of running a great company like the Adams or the American. Each of them has about 5,000 agencies, and a corresponding multitude of employees, horses, wagons, and office outfits; besides, a hundred or more railroad companies to settle with for Express transportation; and they have every inducement to contrive ways to reduce their expenses.

The Express organization, even in tolerably populous areas, is only passably remunerative. In densely peopled sections (if such exist in this country out of the great cities), of course it pays; but how in the world can it be remunerative in the sparsely settled regions, like Nebraska and Dakota? Think at what large cost to the American and United States, the foundations of their business with settlements so remote (only 25 years ago), as Council Bluffs and Sioux City, in Iowa. We would like to hear the testimony of E. M. Cooper, Ed. Morsman, H. C. Beebee, J. H. Quick, Chas. Kent, and the stagemen, Halsted, Root and Haskell, upon that point. Indeed, there are some U. S. paymasters and army officers who could bear witness in the matter.

With this thought, let me recur to a bit of Sioux City experience. The American Express, Iowa, Supt. Adams, opened an office there in the summer of 1863, with Chas. Kent as agent, at a salary of only \$100 a year. Of course Kent had

other business (being agent, also, of Halsted, Root and Haskell's stage line), and it was not expected he would have much, if anything, to do in the Express line for a few months at least; but a beginning must be made, and economy was a *sine qua non*.

The original route was to and from Iowa Falls, *via* Fort Dodge, by stages. Years later, when, copying eastern examples, the old stage lines were crowded out by new railways, the Northwestern Railroad (ever since so great a blessing to Iowa), route was changed, and the new road adhered to, from point to point, to Denison, Iowa. Then came more stageing, and without improvement, until the completion of the branch of the S. C. and P. R. R. from Missouri Valley to Sioux City.

All that there was of the Express business west of the Mississippi, in that region, could be done by one man, and agent Kent (acting as his own messenger), performed that portion of the work at his own expense.

Had he been encountered in any of his trans-forest journeys, by the question, either in good Sioux, or bad English, "Who are you?" he might well have replied, "I am the American Express Company!" being its sole representative in those primeval wilds.

The most "human" white men that he met with, were army officers stationed at the neighboring military post. On one or two occasions, Kent accompanied Major Burbanks, U. S. paymaster, to the Crow Creek Indian Agency (a locale now better known as Fort Thompson), in order to receive in his volunteer capacity as Express messenger, the remittances of money which the soldiers would want forwarded by Express to their families and correspondents at home.

The regiments were the Sixth Iowa, Col. Wilson, and Second Nebraska, Col. Furness.

On one of these occasions the messenger returned with nearly \$80,000, in such small sums as soldiers usually remit upon receiving the welcome visit of the paymaster. Yet, small as they were, not one of these envelopes of money but would have been acceptable to a Sioux Indian, or a marauding border-ruffian; and it was quite possible that a band of these abomi-

nators of the arts of civilised life (quite unlike Timon of Athens), would have been willing to gobble the entire lot, and scalp him into the bargain. His road lay through a wild, lonely, almost uninhabited country, but he had "Government conveyance" and an escort, and consequently passed like Rolla, "free," and without molestation.

The Sioux City Express office was also the office of the stage line from Fort Randall to Cedar Falls, Iowa.

Five years ago, the American had 236 offices in its Iowa division. In 1880, it has over 400; all under the personal inspection of Wm. J. Hancock.

Now our panorama passes Dakota Territory before us * * We are approaching the young but thrifty city of Yankton. This, also, is American Express ground.

Mooney & Morris, in a useful work upon this fine section, say of it:

"Yankton, the chief city of Dakota Territory, and its capital also, has a population of between 3,000 and 4,000. It is the western terminus of the Dakota Southern Railroad and from this circumstance it has become the distributing point for a section of country which can hardly be comprehended. Branching out from it in almost every direction, are lines of communication; but the principal of these is that by way of Missouri river, on the bank of which it is situated. From Yankton is sent the vast quantities of army and Indian supplies belonging to the government, the transfer from car to boat taking place at this point. It is also a great grain shipping point, and this feature of her prosperity is continually and rapidly increasing. These circumstances have also enabled her to build up a large business with the sections for which she is a distributing point, and this must grow as the country develops.

"Vermillion is situated about half way between Sioux City and Yankton, which are 61 miles apart. It is the county seat of Clay County, and has a population of about 1,500. Its advantages, as we have said, are such as must be the outgrowth of such a section as that by which it is surrounded. It has become an important stage point, and is also a trading town for a large district of well settled country.

"Elk Point is toward Sioux City from Vermillion, 13 miles distant from the latter place. It has a population of about 1,200, and is a thriving town, with a promising future. Its general advantages are those which have been mentioned, and there is no question that the near future will see them so developed that the town will have to grow still more rapidly to keep pace with its surroundings."

NEBRASKA.—In our intended review of the overland business of Wells, Fargo & Co., their temporary occupation of Nebraska, &c., upon the completion of the Union Pacific Railroad, will receive some attention, as pioneering the service there for the American and United States Express Companies, to which, by arrangement, they relinquished the territory east of the Rocky Mountains, July 1, 1875.

At that date, the American went into possession of the Express business on the following named railroads:

1st. "The Burlington and Missouri, in Nebraska," running from Omaha and Plattsmouth to Kearney Junction, 207 miles; with branch from Crete to Beatrice, 30 miles. (This line has since been extended from Hastings to Red Cloud; thence west, up the Republican Valley, to Indianola, and east to Superior, in all 200 miles additional.)

2d. The Omaha and N. W. R. R., from Omaha to Herman, 40 miles. (Since extended to Tekamah and Oakland, 25 miles.)

3d. Sioux City and Pacific, from Mo. Valley Junction, Iowa, to Fremont and Wesner, 90 miles. (Since extended up the Elkhorn Valley to Oakdale, 60 miles.)

4th. Columbus to Black Hills, from Sioux City, Iowa, to Ponca, Neb., 26 miles.

5th. St. Jo. and Denver R. R., from St. Jo., Mo., to Hastings, Neb., 227 miles.

The United States Express Company went into the operation and building up of the business (by Jos. Shepard and W. H. Quick), on the following, viz.:

1st. The Atchison and Nebraska R. R., to Lincoln, Neb.; partly in Kansas, but 105 miles in Nebraska. (Since extended under the name of the Lincoln and N. W. R. R., *via* Milford and Seward, to Columbus, 79 miles.)

2d. The Midland Pacific, now Nebraska Railway, from Brownville, on the Missouri river, *via* Nebraska City, to Seward, 87 miles. (Since absorbed by the B. & M. R. R., and extended to York and Central City, 75 miles.)

The Express service on the Union Pacific R. R. was operated by the U. P. as the UNION PACIFIC EXPRESS COMPANY, from Omaha to State Line, 470 miles; and by subsequent branches to Lincoln, the State capital.

In September, 1879, the new Express was reorganized, and styled "The Pacific Express Company—Capital, \$6,000,000." It was chartered by the State of Nebraska. When the St. Jo. and Denver Railroad Company came under the control of the Jay Gould interest, in the following October, and the line extended from Hastings to Grand Island, that route accrued to the exclusive use of the Union Pacific Express, giving it the largest mileage in the State, viz., 882 miles, against the American's 678, and the United States Express Company's 337 miles.

E. M. Morsman (whose long and honorable record with the American has already been mentioned), is general manager of the Pacific Express business, with headquarters at Omaha.

The "Pacific" is not so pacific, I infer, as its name would seem to imply.

The leading expressmen, much wiser and better informed, may not agree with me, but I regard the policy evidently animating the controlling spirit of the new company, as aggressive and unfriendly to long established Express interests.

The superintendent of the American is assisted by excellent agents, both local and route. They attend to 55 offices in Nebraska, located on seven railroads.

Sam. J. Roberts is route agent at Omaha—a man of much fitness and efficiency in his position; as is, also, H. H. Browning, the local agent at that important point.

The United States Express business in the same State continues to be engineered by Wm. H. Quick, a superintendent of great ability and of high social standing. Few men of so little pretensions, and no political prestige, have done more for Nebraska.

Omaha, Lincoln, Hastings, and Republican are notable places, and have a lusty growth and splendid prospects.

Omaha shares with Council Bluffs (on the opposite side of the river, in Iowa), the prosperity of that region. It is in some respects, however, unfortunate for her that so considerable a point should be so near to her. She has her share of churches, good schools, and other elevating institutions, one of which is a fine seminary under Episcopal government. These indications of a salubrious social condition correspond with the healthy physical atmosphere of the city. Indeed, the population of

Nebraska, like its climate, is not inferior to that of any western State.

Lincoln, the capital, has already a population of 12,000, being an increase of about 17 per cent. in a single year (1879). It is the chief railway radius (and, of course, a great Express point), with eight dividing lines of railroad. Yet only twelve years ago it was a howling wilderness, or, to draw it more mildly, a wild prairie, with but one dwelling-house within its boundaries!

The Express, and the general mercantile and manufacturing industries (which railways and Expresses cultivate), are increasing in the same ratio.

The business is done by the "American" and "United States" (March, 1880), exclusively; but as the Pacific's track is completed to within a few miles of the city already, it is manifest that before this mention shall have come to the reader, that company will also be operating in Lincoln. J. W. Chapman, the American's agent at that point, claims an increase of 40 per cent. in the business of his office for January, 1880, over that of the same month in 1879.

He takes no credit to himself for any iota of this improvement, but his numerous friends, in our guild, may well say of him that he is just the man for his position.

Nebraska City has suffered, perhaps, by the location of the capital at Lincoln, but her population is probably hard on 10,000, and she is a good Express customer, which is tantamount to saying that she has intelligent merchants and an enterprising spirit. A well-approved expressman (our old friend Payne) is agent there, with his hands full of business.

Nebraska is bound to be a star of the first magnitude in the galaxy of States, on account of the great productiveness of extensive areas of land within her boundaries. Her wheat is handsome in the grain, and her annual crops usually abundantly in excess of what is used for home consumption. Some of the largest and finest-looking corn, in the ear, that has ever been exhibited in the west, was on show, a year or two ago in the Chicago Exposition, as the product of Nebraska.

The intended extension of the B. & M. R. R. to Denver, when completed, will put her in direct daily communication with Colorado and its silver mines within the next two years; and then Nebraskans look to see things booming.

Now, with a stride like that of Harnden's symbolical emblem (an expressman stepping across the Atlantic), let us pass into Charles H. Eaton's old stamping ground, Minnesota.

CHAPTER XVII.

THE EXPRESS SERVICE IN MINNESOTA, BY THE AMERICAN AND UNITED STATES.—THE HARDY PIONEERS, EATON AND WARNER.
—THE NORTHERN PACIFIC EXPRESS.

The Minnesota division of the American Express Co., embracing the State of Minnesota, northern Dakota, all of Manitoba, and small a portion of northwestern Iowa and Wisconsin, extending over an area of 253,531 square miles, is perhaps the youngest of any operated by the company. In the territory named, in 1850 the population was virtually nothing; at the end of the present year, 1879, it is nearly a half million. In 1862 there was exactly ten miles of railroad, while now there are over 3,000. In 1850 the cultivated area of the country was about 9,000 acres; to-day it will reach 3,500,000. The territory has a larger milling interest, and produces more flour than any other like portion in the Union. There are some 500 flour mills, with about 2,000 run of stone, capable of grinding the expected crop of 1880 of 60 to 70,000,000 bushels of wheat, worth little short of eighty millions of dollars. Some wheat farms in this region include 20,000 acres each. There are many of more than 2,000 acres.

The State of Minnesota is the grand gateway to the great northwest of the United States and British possessions, and her lines of railway are being rapidly pushed in that direction.

About the first of May, 1863, the American bought out the small territory occupied by the Northwestern Express Co., and commenced to build up in the new field. Then opened a business which has grown with amazing rapidity up to the present period. The first year the company opened a line between La Crosse, Wis., and St. Paul, Minn., using Mississippi river steamers in summer, and stage in winter. A line was also operated between St. Paul and Maukato, by stage. The whole length of lines established the first year between La Crosse, St. Paul and Maukato, was 240 miles. St. Paul at that

me a city of 18,000 inhabitants. The capital of the State was the objective point, and furnished two-thirds of the business in the division.

I visited St. Paul in September, 1864, and was astonished to find it already a great market. The fur and game business was at its height at that time, and gave the company a large volume and long haul. During the previous year railroads had begun to be constructed, and, as fast as completed, were occupied by the American Express Co., and now (1880), this division operates on 2,029 miles of railroad, viz.:

	MILES.
Chicago, Milwaukee & St. Paul—Minneapolis to La Crosse.....	146
Chicago & Milwaukee Branch—Wabash to Zumbrata..	59
Chicago, St. Paul & Minneapolis—St. Paul to Hudson..	20
Chicago & Northwestern—Winona to Elroy.....	82
Central R. R. of Minn—Mankato to Wells.....	40
Canadian Pacific Branch—St. Vincent to Winnepeg....	65
Hudson & River Falls—Hudson to River Falls.....	32
Minneapolis & St. Louis—Minneapolis to Albert Lea..	108
North Wisconsin—St. Paul to Cumberland.....	74
St. Paul, Minneapolis & Manitoba—St. Paul to St. Vincent.....	418
St. Paul & Minneapolis Branch—St. Paul to Barnesville.	209
St. Paul & Sioux City—St. Paul to Sioux City.....	270
St. Paul & Sioux City Branch—Worthington to Sioux Falls.....	63
St. Paul & Sioux City Branch—Lake Crystal to Blue Earth City.....	45
South Minn. R. R.—La Crosse to Sioux Falls.....	315
St. Paul, Stillwater, & Taylors' Falls—St. Paul to Stillwater.....	20
Western R. R. of Minn.—Sank Rapids to Brainerd....	61
Winona & St. Peter—Winona to Watertown.....	322
Winona & St. Peter Branch—Rochester to Zumbrata...	26
“ “ “ Eyota to Chatfield.....	12
“ “ “ “ to Plainview.....	16
“ “ “ Lorenzo to Red Wood Falls.	26

Number of offices in division.....	223
“ “ messengers in division.....	36
“ “ employees.....	291

All under the charge of the young, yet experienced superintendent, E. F. Warner.

And this business is the growth of only sixteen years (the greater part of it the last eight years). One can hardly comprehend the changes that have, as if by magic, transformed the new northwest of 1864, to the solid, square built northwest of 1880. The Express messenger of the early period, in winter wrapped in furs and loaded down with heavy clothing tossed his box in the front boot of a lumbering stage at La Crosse, Wis., and mounting up by the side of the driver, faced all the blizzard blasts of a northern winter, and slowly wended his way “somewhere,” to connect with a “dog-train,” most anywhere in the then wilderness of the great northwest.

But now, how is it? Rolling on in cosy Express cars, near a comfortable fire, the messenger of to-day cannot form any adequate conception of the hardships endured by the early pioneers in the Express business.

The reader may happen to be one of the *old timers*, and if so, he will no doubt have a lingering recollection of the delightful trips in those days, and what a pleasant little episode it was to tip over and load up every few miles. If in winter, the exercise was so invigorating and warming to your cold fingers and toes! and then the stage-driver was always so willing to help! Perhaps *he* would let *you* hold the horses while *he* did all the work. In course! Station houses in those days furnished such excellent entertainment, and such beds! They were *alive!* with interest to the lucky messenger who could secure one, and save a cold wrap up in buffalo robes on the floor!—and the hash!

“You may break, you may ruin, the vase if you will,
But the scent of the roses will hang round it still.”

St. Paul, the grand Express radius, is now a city of 50,000 inhabitants. It is an elevated locality, situated at the head of navigation on the Mississippi river. A rapidly extending railroad system of her own, has placed her among the great cities of the west.

Minneapolis, ten miles to the west of St. Paul, with her great water power, and about the same population, is the wonder of all strangers. Her flour, lumber, woolen and paper mills, are built on an ample scale.

Both cities are large patrons of the Express companies. The principal transfer points are at St. Paul, Minneapolis, Maukato, La Crosse, Winona, Owatoma, Hastings, Albert Lea, Waseco, Egate, Sleepy Eye, Kasota Junction, Stillwater Junction, Sioux City Junction, Worthington, Glyndon, Brainerd, St. Cloud and Hudson.

It was under the superintendency of Charles H. Eaton from its commencement until about a year since, when, on account of ill-health, resigning, E. F. Warner, of St. Paul, long his prime assistant, was constituted his successor.

The division has two route agents, I. E. Atherton and T. B. Lawrence, the former with headquarters at St. Paul, the latter at Lake Crystal, Minn. Both gentlemen named have long been engaged in the Express service, and bear an honorable record among the pioneer expressmen of the west, where the business is handled with gloves off, and nothing is accomplished save by hard knocks.

Among the agents and employees having seen long and faithful service, may be mentioned J. H. Clark, agent at Minneapolis; Benjamin Bradley, freight agent; Chs. Irvine, cashier of St. Paul office; J. H. Heath, Hastings; J. G. Simpson, Maukato; D. W. Armstrong, Stillwater; H. P. Norton, Waseca; S. J. Van Rensselaer, Winnepeg; C. J. Fisher, Morris; W. H. Landis, Delano; E. P. Willington, Big Lake; T. P. Cantwell, Brainerd; and O. C. Potter, Clear Lake. Of course there are a score of others equally deserving of a place in this record of Minnesota, but we must hasten to a close.

It would be interesting to hear some of these gentlemen relate their experiences in the wilderness of Minnesota in the early days of the Express. Eaton, Warner, Atherton, and their *confrères*, met with many rousing adventures "by flood and field," in their labors to establish their company's reputation (and their own), for regular and prompt Express delivery.

C. H. Eaton, the original superintendent, still survives, but

quite broken in health. His record is an honor to his intelligence, enterprise and plucky perseverance.

Born and reared in old Massachusetts, his first essay out of his native State was in Detroit, where, from 1853 to '55, he was employed on that admirably well-conducted railroad, the Michigan Central. Thence, by a transition natural enough, he became a messenger for the American, on the Chicago, Alton and St. Louis, at that time operated jointly by the American and U. S. Express Co.'s. Subsequently, he was agent at Dubuque; next, at Prairie du Chien; and later, at La Crosse, Wis. These eight years having enriched him with a store of practical experience, invaluable to the Express Company; in the spring of 1863 he was appointed by the American to establish its business between all of the considerable points in Minnesota.

It was a tremendous undertaking; but Superintendent Eaton buckled to it with accustomed hopefulness and courage.

In those days there were no route agents in Minnesota, and all the traveling, necessary to the appointment of agents and messengers, and the frequent personal inspection of the operations at each agency created by him, devolved on him.

Ten years of excessive physical and mental strain succeeded, and then our Minnesota pioneer superintendent concluded that he had had enough of it. In the spring of 1874 he unharassed and sought rest.

That was the time when, in justice to his well-worn and jaded constitution, he ought to have permanently retired from a field so full of constantly increasing labor; but after a brief respite (about six months) there was a loud call for him, for as competent a successor, for that particular area of Express operations, could not be found. In the fall of 1874 he was induced to buckle on his armor once more and resume the battle. There was something of the wonted zeal, but where was the power? The physique was lacking; yet he kept up the fight with much of his pristine ability, and entire acceptance, until 1879, when his health broke down entirely, and his resignation was accepted by the assistant general superintendent; though not without sincere regret at the loss of so experienced and invaluable a coadjutor. Indeed, it came home to the heart of

every employee in the division as a personal misfortune. He was so just, and yet so considerate and kind ; his record without a blemish ; his integrity so perfect ; his motives so pure and elevated ; his every action irreproachable ; how could they but honor and love him ?

Treated by him with the same courtesy and cheerful bearing that he himself expected in his intercourse with them, they appreciated it as a tribute to their manhood, and felt bound, every one of them, to prove to him by their fidelity and hearty service, that they were not undeserving of his respect. In this lay the secret of his perfect command of his men ; he adhered conscientiously, and *con amore*, to the golden rule ; hence he was a good exemplar to all who aim to attain to a like rank in our business.

Before closing this review of the Express service in Minnesota, I cannot refrain from something more than a brief mention of its present superintendent, because he is a good type, not only of "the American mind," but of the American's man.

In the spring of 1857, a youngster of the Empire State *genus*, packed his kit in the village of Nunda, N. Y., and started for the head of navigation on the Mississippi river, St. Paul, Minn.—a village laid down on the map of those days as near Fort Snelling and St. Anthony's Falls. ("Minnehaha Falls" had not as yet been seen by Longfellow.) At the callow age of twenty, he braved the perils of the passage through Buffalo, Detroit, and Chicago—at that time not a very formidable city.

With no very definite plans for the future, or ponderous amount of cash in pocket, he arrived at point of destination, and checked in probably good order. Those who best knew him at that time will affirm that, for a young man of his age and size, he was brim-full of hard work, and was simply spoiling for a fight with the world, to earn an honest living. Fortunately for the youth in question, J. C. Burbank, the manager and part owner of the Northwestern Express Company, was at this particular time in need of a boy about the size and style of this youth, and as the city of St. Paul, in 1857, was very much less populous than now, a meeting was inevitable, and, par consequence, they met. The young man was hired,

and at once made his mark. In other words, he signed an agreement (not by making a cross—he was not a cross young man—besides, he had had a collegiate education), and the result was, that he remained with the company about seven years. Broad shoulders, a world of vitality, and a strong constitution, stood him in good stead, as his first winter's experience in the Express business was a run between St. Paul, Minn., and Prairie du Chien, Wis., about 250 miles, on the spring of a lumber-wagon axle. Something over 4,500 miles of this kind of primitive riding was accomplished during that winter. To a boy tenderly nurtured this was a rough experience; but a great many of Minnesota's pioneers will remember similar experiences, and will solemnly affirm that pluck and will can win, and nothing short of it. In the spring of 1863, the Northwestern Express Company sold out their territory south of St. Paul to the American, and in the change of hands E. F. Warner (the young person referred to), passed into the service of the latter company, as agent at St. Paul. He has served in that capacity, with entire acceptance, up to the present time. Upon the resignation of C. H. Eaton, in 1879, Warner, because of his great ability, became superintendent of the division. But few expressmen have seen more varied changes in the business than those which have passed under his personal observation. During a period of nearly twenty-three years, dog-trains, Red river carts, stages, steamboats, and, lastly, the iron-horse have been the means of locomotion in carrying on the Express business.

Warner is one of the halest, handsomest, and most whole-souled of the Minnesotans. Just now in the prime of manhood, he bids fair to add another quarter century of service to the twenty-three years already achieved, from which it may be inferred that his tough experiences of Minnesota winters have only seasoned ("in a figure") the live-oak timber of which his constitution is framed.

The United States Express has offices in some of the principal points in Minnesota, under the customary careful management characteristic of that company, and has its due share of patronage; but, on the whole, its business is more limited there than in other sections of the northwest.

The Northern Pacific Railroad Company, now as it is,

already has its own Express company, and its Minnesota division is in charge of William J. Footner, a gentleman of well-approved integrity, who has had the advantage of about fifteen years' experience in several capacities, under Charles Fargo, assistant general superintendent of the American.

From a long and intimate personal acquaintance with the new superintendent of the new company, and his excellent qualities in private, as well as in business life, we are confident that he will make the Northern Pacific Express a success in Minnesota. He has scarcely attained to the meridian of life.

Another railroad corporation Express is the Baltimore and Ohio, in charge of William H. Trego, formerly agent of the Adams, in Baltimore. To this, and two or three minor ones (as well as to the Pacific), the old companies, exclusively Express, have accorded their facilitating "connections."

The Louisville and Nashville management now controls 3,572 miles of road, as follows: Louisville and Nashville, 734; South and North Alabama, 183; Mobile and Montgomery, 179; Montgomery and Eufaula, 81; Nashville, Chattanooga and St. Louis, 321; St. Louis and Southeastern, 367; Owensboro' and Nashville, 121; Louisville, New Albany and Chicago, 284; Cumberland and Ohio, 31; Cecilia branch, 42; Western, of Alabama, 160; Central, of Georgia, 734; Western and Atlantic, 138; Macon and Brunswick, 197 miles.

THE PACIFIC EXPRESS COMPANY.—The most formidable of these railroad company enterprises (because having the most thoroughly appointed Express organization, entirely distinct from its ordinary railway routine), is the "Pacific Express Company," an amalgamation of the "Union Pacific," which was of some years' standing, with the more recently created "Kansas Pacific," under the general incorporation law of Nebraska. It began its already extensive operations November 1, 1879, under the ownership of three railroad companies, viz.: the Union Pacific, the Kansas Pacific, and the Wabash. Into this unique copartnership it is to admit such Missouri railroad companies as shall seem desirable to the directors, of whom the institution has the favorite old Mosaic number, seven, viz.: S. H. Clark, president; Sidney Dillon, vice-president; A. J. Poppleton, attorney; J. W. Garrett, secretary and treasurer; Ed. M. Mors-

man, general Express manager; and, besides these, Jay Gould, of New York, and B. W. Lewis, Jr., of St. Louis, Mo.

The headquarters of E. M. Moreman, Omaha, Neb.; of J. K. Johnston, superintendent of Kansas and Colorado routes, Kansas City, Mo.; of L. A. Fuller, superintendent of routes in Missouri and Illinois, St. Louis; W. F. Bechel, auditor, and N. Shelton, cashier, are located at Omaha.

The Pacific Express Company operates the following lines of railroad:

Union Pacific; Kansas Pacific; Missouri Pacific and branches; Denver Pacific and branches; Wabash, St. Louis and Pacific, and branches; Central Branch Union Pacific; Denver, South Park and Pacific; Atchison, Colorado and Pacific; Quincy, Missouri and Pacific; Utah and Northern Railway; Utah Central Railway; Utah Southern Railway; Utah Western Railway; Wahsatch and Jordan Valley; Bingham, Cañon and Camp Floyd; Colorado Central Railroad; Denver and Boulder Valley; Solomon Valley; Junction City and Fort Kearney; Salena and Southwestern; St. Joseph and Western and branches; Omaha, Niobrara and Black Hills; Omaha and Republican Valley; Kansas Central; Kansas City and Eastern; Eel River Railroad.

Also a number of stage lines, mainly short ones, except Utah and Montana Stage Company's lines, about 400 miles from Beaver Cañon, Idaho, present terminus of Utah and Northern Railway.

The experience and good judgment of Messrs. Morsman, Johnston, and Fuller, give full assurance that all of this new company's Express routes will be well conducted. Their field is an extensive one, and, at some future period, may become remunerative.

CHAPTER XVIII.

TEN YEARS OF ADAMS EXPRESS EXTENSION WEST OF THE MISSISSIPPI RIVER, TO NEW MEXICO.—J. H. RHODES, SUPERINTENDENT.

In January, 1870, the Adams Express Company did not have an office in Kansas, Colorado, the Indian Territory, or the Territory of New Mexico, and were running less than two hundred miles in the State of Missouri in the direction of those States and Territories. Since that time the St. Louis and San Francisco Railroad has been extended west, until it reaches Vinita, in the Indian Territory, and Severy, in Kansas; with branches from Ormogo, Mo., to Joplin, Mo.; and from Joplin, Mo., to Girard, Kansas, a total distance of 564 miles, all of which is run over by this company.

At Severy, Kansas, the St. Louis and San Francisco connects with the Atchison, Topeka and Santa Fé Railroad, which is now finished to Santa Fé, N. M., and is soon to be connected with the Southern Pacific Railroad, *en route* to the Pacific Ocean. Certainly, this company has a grand future before it.

About 1870, the St. Louis, Salem and Little Rock Railroad was commenced, and has been extended 41 miles from Cuba, Mo., to Salem, Mo., in the direction of Little Rock, Ark. Its Express service is performed by this company.

In 1879, the Springfield and Western Missouri Railroad was commenced, and in August of that year, the Adams commenced service on it. At that time it was completed only to Ash Grove, Mo., a distance of 20 miles. It is now completed to Greenfield, Mo., 40 miles, and will soon reach the thriving little city of Fort Scott, in Kansas.

On November 15th, 1871, the United States Express left that portion of the Missouri, Kansas and Texas Railroad embraced between Sedalia, Mo., and Fort Scott, 112 miles, and the Adams took possession on the same day.

On the first day of December, 1871, Wells, Fargo & Co. withdrew from that portion of the Missouri, Kansas and Texas

Railroad lying between Fort Scott and Junction City, Kan., 195 miles, and Parsons, Kan., and Gibson, Ind. Ter., 148 miles, and the Adams Express commenced the same day running through messengers from Fort Scott to Junction City, and Parsons to Gibson, a total distance of 425 miles. The Missouri, Kansas and Texas Railroad was at this time being rapidly extended south through the Indian Territory, and in January, 1872, reached the Arkansas river, and was completed to Muskogee, Ind. Ter., during the months of January and February, 1872, 19 miles beyond Gibson.

In April, 1872, it reached Northforkton, now Eufaula, Ind. Ter., and in May of that year, was extended to the Canadian river, where a station was opened called "South Canadian." Shortly after, it reached McAllister, Ind. Ter., where are extensive coal mines, from which the railroad derives its supply of coal for locomotives and other purposes. In August, it reached Limestone Gap; in Sept., Atoka; and in October, Caddo, Ind. This was the last move, until the track-layers reached Red river, about December 1st, 1872, and as soon as the bridge over Red river was completed, the road was extended to Denison, Texas, which city it reached in January, 1873, a distance of 434 miles from Sedalia, Mo., and 430 miles from Junction City, Kansas. Total length of Missouri, Kansas and Texas Road run over by this Express, January 1st, 1873, 590 miles. August 1st, 1873, this company withdrew from that portion of the road between Emporia and Junction City (61 miles), reducing the total length at that date to 529 miles.

On the first day of August, 1873, Wells, Fargo & Co. withdrew from the Atchison, Topeka and Santa Fé Railroad; the Leavenworth Lawrence and Galveston Railroad; and the Missouri River, Fort Scott and Gulf Railroad; and the Adams Express Co. took possession of all of them on the same day.

The Atchison, Topeka and Santa Fé Railroad, at that date, extended from Atchison, Kan., to Granada, Col., a distance of 481 miles from Atchison; but as the route commenced at Carbondale, Kan., the American Express Co. occupying the portion from Carbondale to Atchison, the Adams occupied only 414 miles of it.

In Sept., 1873, the railroad was extended to West Las Animas, Col. In Feb., 1876, it reached La Junta, Col. (from

which point the branch to New Mexico and the Southern Pacific commences); and on the 10th of March, 1876, it entered Pueblo, Col., 618 miles from Atchison, and 551 miles from Carbondale, Kan.

Work was at once commenced on the New Mexico branch, and in October, 1878, the road was completed to Trinidad, Col., distance from the Junction, 80 miles.

This branch was extended to Otero, New Mexico, attaining that point in March, and Springer and Las Vegas, New Mexico, in Sept., 1879, a distance of 216 miles from the junction with the main line at La Junta, Col. Track-laying on the road was already in progress towards Santa Fé, the capital of New Mexico, and in January, 1880, the Adams Express Co. opened an office in Santa Fé connecting with the end of the railroad, as it advanced, by a line of coaches.

On the 9th day of February, 1880, the road was completed to that city. The last spike was driven on that day, by Gen. Lew Wallace, Governor of New Mexico, and a cordial welcome given to the establishment of the Adams Express Company in Santa Fé.

This road has also branches from Newton, Kan., to Arkansas City, Kan., a distance of 78 miles; and from Melvane Junction to Wellington, Kan., a distance of 17 miles; and one or both of these, it is expected, will be extended soon to other portions of the State.

There is also a branch of this road from Emporia, Kan., to Howard City, Kan., a distance of 76 miles; and another from Eldorado, Kan., crossing the main line at Florence, to McPherson, Kan., 77 miles; all of which are occupied by the Adams, making a total distance of 1,083 miles operated on this road and its branches, by that Express company.

In August, 1875, the Adams Express Co. commenced running the Missouri River, Fort Scott and Gulf Railroad, from Paoli, Kan., to Baxter Springs, Kan., a distance of 116 miles; since which time the road has been extended to Joplin, Mo., a further distance of 15 miles.

At the same time (August, 1875), the Adams commenced operating its Express on the Leavenworth, Lawrence and Galveston Railroad, from Ottawa, Kan., to Coffeyville, Kan., 113 miles, and what was then called the Southern Kansas Railroad,

from Cherryvale to Independence, Kan., a distance of 10 miles.

Since that time these two railroads have been consolidated and extended to Grenola, Kan., a distance of 45 miles, making the total length run by the Adams over the Kansas City, Lawrence and Southern Railroad (as it is now called), 168 miles.

In July, 1876, the Adams commenced running an Express over the Kansas City, Burlington and Santa Fé Railroad (at that time finished to Williamsburg, 17 miles), now completed to Burlington, Kan., 46 miles.

In July, 1877, the Adams commenced running on the Girard and Joplin Railroad, 38 miles. This road is now a branch of the St. Louis and San Francisco Railroad, but is still run by this company.

In February, 1877, the company made a contract with the Denver and Rio Grande Railroad, which, previous to that time, had been running an Express of its own.

The road extended, at that time, from Denver, Col., to El Moro, Col., 206 miles, with a branch from Cucharas, Col., to La Veta, Col., a distance of 21 miles. This branch was extended to Fort Garland, in August, 1877, and Alamosa, Col., in January, 1878, extending the distance of 59 miles, making the distance from Cucharas to Alamosa 80 miles. The road had also a branch from Pueblo, Col., to Canon City, Col., a distance of 41 miles, making the total length of this Adams Express route 327 miles.

Its contract expiring March 1st, 1878, the company left the road; but in February, 1879, a new contract was made, and the Adams still continues to operate over the whole road and its branches, connecting by its own stage-line from the railroad terminus at El Moro, Col., with Trinidad, Col., on the Atchison, Topeka and Santa Fé Railroad, a distance of five miles only.

During the year 1879, the Memphis, Kansas and Colorado Railroad was built from Parsons, Kan., to Messer Junction, Kan., on the St. Louis and San Francisco Railroad, a distance of 45 miles, which the Adams commenced to run over in February, 1880.

March 1st, 1880, the American Express Co. withdrew from

that portion of the M. K. & T. Route, between Emporia to Junction City, and it is now operated by the Adams.

Let me recapitulate the distances, and see at a glance what the footing of all these extensions.

The Adams now runs messengers over the following railroads west of the Mississippi river, viz.:

	MILES.
Atchison, Topeka & Santa Fé Railroad.....	1,083
St. Louis & San Francisco "	564
Missouri, Kansas & Texas "	590
Denver & Rio Grande "	327
Kansas City, Lawrence & Southern "	168
Kansas City, Fort Scott & Gulf "	131
Kan. City, Burlington & Santa Fé "	46
Memphis, Kansas & Colorado "	45
St. Louis, Salem & Little Rock "	41
Springfield & Western Missouri "	40
El Moro & Trinidad (stage) "	5
Total.....	3,040

Truly, Superintendent J. H. Rhodes has a formidable division!

Certainly, this broad land of ours, is immeasurably indebted (under God) to railroad and Express founders, for their wonderful achievements in multiplying the facilities for the safe and rapid transit of passengers and packages, over so vast a country.

To such men, full of the spirit of well-directed, and persistently-sustained enterprise, a large share of the national prosperity is due. Among the foremost, are the president, directors and active managers of the Adams Express Company, whose far-reaching extensions of Express routes I have just recited. Alfred Gaither, their western manager, and his experienced and invaluable assistant, J. H. Rhodes, superintendent, are deserving of special mention in this connection. Their headquarters is Cincinnati, O.

Together with the additions just described, there are now, in full operation, 286 Adams Express routes, manned by a corresponding large corps of very able superintendents, and good men enough to make an army.

CHAPTER XIX.

**AN EPISODE EQUESTRIANIC.—THE PACIFIC PONY AND HIS RIDER.—
THEIR ACHIEVEMENTS EXPRESSLY.—AN UNIQUE CHAPTER IN THE
EXPRESS CHRONICLES.—MARK TWAIN'S DESCRIPTION OF THE
"PONY."**

Before boarding the Pacific train, which, with its luxurious accommodations, makes the trip to California quite a different thing from the long journeys that Wells, Fargo & Co.'s messengers used to accomplish at the outset of the great trans-Pacific firm's experience (with some account of which I propose to close our view of the Express lines from Maine to the Sierra Nevada).

Allow me to insert here a narrative of the once-famous Pony Express across the plains.

I well remember it myself, but am indebted for the following epitome of the facts to Superintendent J. J. Valentine, of the W., F. & Co.'s Express. Our pictorial illustration is perfect.

Of late years many accounts of the origin and progress of the Pony Express have been given ; but generally the credit of the undertaking has been awarded to the wrong parties, and the details, in all instances, exaggerated, and the importance of the scheme under-estimated. It is firmly believed by many that the success of the Pony Express established the feasibility of the Central route across the continent, and hastened the building of the Union and Central Pacific Railroads. Certain it is that the railroad trains traverse almost the identical ground traveled by those fearless and hardy riders, nearly twenty years ago. At that date there had been no agitation of the subject of a trans-continental railroad, except over the southern trails, and, as proof of this, the Overland Mail Company selected the southern route and ran their stages over it. The Central route was, in those days, considered a desert—unfit for settlement,

inhabited by savages, and subjected, in the winter, to furious storms and heavy falls of snow. When the Pony Express was projected little was known of the geography or topography of the country west of the Missouri river. Salt Lake Valley had been settled for about ten years, but the colony was believed to be a wild and foolish experiment. The Mormons had rebelled against the authority of the government, and President Buchanan had sent General Albert Sidney Johnston's army there to quiet them. Later, in 1858, "Pike's Peak" had begun to excite the nation with reports of gold discoveries, and "Washoe" had drawn from California her prospectors and miners. Kansas and Nebraska, the youngest States of the Union, were in their swaddling clothes, and it was doubtful if there was "Godfrey's cordial" enough in the political pharmacy to rear them as States; many believing they must revert back to the condition of territories and be supported by the general government. St. Joseph, Mo., and Leavenworth, Kan., were the outposts of civilization, and visitors from the older States expected to shoot buffalo from the hotel windows when they came, and got laughed at for verdancy. The western railroad terminus was St. Joseph—the Hannibal and St. Joseph Railroad being considered a doubtful venture. The Missouri river was ploughed by boats carrying passengers and freights. Council Bluffs was the "head of navigation," because there were few settlements above to be supplied. Business life was active along the river, the towns on its banks being the "outfitting" points for the regions beyond. At Kansas City, at Leavenworth, at Atchison, at Weston, at St. Joseph, at Council Bluffs, thriving cities grew up from the fitting out of thousands of freight wagons, which hauled, by oxen, the goods and supplies for the remote settlements in Missouri, Kansas, Nebraska, and Iowa. Council Bluffs was the outfitting point of the Mormons, who, every year, started their trains of proselytes and goods from there to "Zion." In those days the Mormons were poor and could not afford oxen even to draw their wagons. The writer of this has seen many trains hauled by men, women, boys, and girls. This mode was tedious, but cheap and effective, and the three or four months' trip of toil and hardship gave a more beautiful appearance to "Zion" when the footsore

and weary saints emerged from Emigrant Cañon and looked down upon the fertile valley below, with the city of Salt Lake, almost hid by trees, the Jordan and the Lake in sight. Many of the emigrants died on the road, and a good many stage-drivers thinned their ranks by marrying the girls—"off-wheelers," "near leaders," etc., as they called them—out of the "teams" of the hand-cart trains. There were no railroads and few settlements west of the Missouri river, and the country was comparatively unknown. In 1857 and 1858, the road to Salt Lake was enlivened by the ox-trains of Russell, Majors & Waddell, who had the contract from the Government to supply Johnston's army in Utah. Before this—in 1849 and 1850—there had been a large emigration to California; but all were intent upon their destination, establishing no settlements on the way. The mail was carried in a primitive way, on an occasional and long-schedule time. It may safely be said that the Pony Express began the first work of settlement, fixing the permanency of localities.

The "Pike Peak" gold excitement began in 1858, and there were so many people going, and no public transportation accommodations, that John S. Jones (a government freighter), and Wm. H. Russell (of Russell, Majors & Waddell), established a stage and Express line between Leavenworth and Denver in the spring of 1859. It was run with indifferent success during the summer, and failed to make the money predicted for the enterprise. In the winter, Russell brought the resources of his firm to the rescue of the failing concern, changed the route from the "Smoky Hill" (now practically used by the Kansas Pacific Railroad), to the "Platte" route, and the fertile brains of Wm. H. Russell and B. F. Ficklin conceived the idea of a Pony Express, to be run under the patronage of the Central Overland California and Pike's Peak Express Company—the name now assumed for the company succeeding Jones & Russell. To bring about success for the Pony they negotiated for and bought the Halliday mail line (alluded to in our history of Wells, Fargo & Company). Ficklin went to Salt Lake to arrange matters with Chorpening, from Salt Lake west, and W. W. Finney went by sea from New York to San Francisco, to make necessary arrangements on the Pacific coast end. Dur-



California Poney Express.

ing the winter of 1859-60 stations were established at convenient distances, and the ponies distributed along the route, which was, briefly stated, due west from St. Joseph to Fort Kearney; up the Platte to Julesburg, where it crossed; thence by Fort Laramie and Fort Bridger to Salt Lake City, *via* Camp Floyd, Ruby Valley, the Humboldt, Carson City, Placerville, and Folsom to Sacramento, and to San Francisco by boat.

The intention of the Pony Express was to carry letters only, and not more than twelve or fifteen pounds of these. It was decided that the safest and easiest mode of carrying the mail was to make four pockets—one in each corner—of the *mochilla* (pronounced *macheer*), a covering made of heavy leather, for the saddles, and used generally by the expert Mexican and Spanish riders. The *mochilla* was transferred from pony to pony, and went through from St. Joseph to San Francisco, the pockets containing the mail being locked, and opened only at military posts *en route*, and at Salt Lake City.

It must be remembered that there was no telegraph west of St. Joseph, and the arrangements for a concert of action had to be personally made, by slow stages, over a wild and uninhabited stretch of country, two thousand miles across. Finally, after months of winter work—establishing stations, placing riders and ponies—it was announced that the Pony would start from each end (St. Joseph, Mo., and San Francisco, Cal.), the same day and hour, April 3d, 1860, 4 P. M. It was a gala day in San Francisco. Arrangements had been made by Russell with the railroads between New York and St. Jo., and a fast train was run, carrying the letters, which were to arrive at and leave St. Joseph promptly at 4 o'clock, on the 3d of April. The Hannibal and St. Jo. Railroad ran a special engine, with the messenger, and the ferryboat was held in readiness for a specially fast crossing of the Missouri river. The starting of the first pony was from the office of the United States Express Company, and St. Jo. never had such an enthusiastic and excited crowd of cheering friends. Henry Kip, then, as now, general superintendent of the United States Express Company, came from Buffalo to be present. Mr. Russell placed the *mochillas* upon the saddle, people plucked hairs from the pony's

tail, the rider mounted, the ferryboat whistled, and the Express was on its way to California. It had been arranged for the pony to start from San Francisco simultaneously, and, as it had been given out that the trip would be made in ten days, there was much anxiety until the 13th, the day the Express was due from the west. Weekly trips were to be made, and another pony was dispatched on the 10th. On the 13th of April, promptly at 4 o'clock, the ferryboat landed the pony at St. Joseph, exactly ten days from San Francisco. It was a success!

A success? The Pony made the time promised for it, and carried letters and news, but the projectors were never compensated in money for their outlay. As an undertaking it was a success, but financially it was a failure. Only a small percentage of the investment was ever returned, although at this day of cheap transportation and service the charge will be considered excessive. For letters, \$5 per half ounce weight, in addition to the regular Government postage, was charged. But there was not enough business at that time between the eastern cities and California to justify the sending of many letters, and the cost of establishing and maintaining the Pony Express was enormous. Relays of horses were kept at each station, and the feed had to be hauled, in some cases hundreds of miles, all at heavy expense; and riders—thin, wiry, hardy fellows—employed at every third station. In addition to the wages paid the riders, their board had to be provided, and, as the country produced nothing then, provisions were hauled by wagons from the Missouri river, Utah and California.

The principal newspapers in New York and San Francisco patronized the Pony Express extensively, having their issues printed on tissue paper for this service. The California press depended for eastern news entirely upon the Pony Express after it was established until the completion of the telegraph, in 1862. Western news was telegraphed east from St. Jo. upon the arrival of the Pony. Read what an enthusiastic writer in the *St. Joseph Free Democrat* said in 1860:

"Take down your map and trace the footprints of our quadrupedantic animal. From St. Joseph, on the Missouri to San Francisco, on the Golden Horn—from the last locomotive to the first

steamship, two thousand miles—more than half the distance across our boundless continent. Through Kansas, through Nebraska, by Fort Kearney, along the Platte, by Fort Laramie, past the Buttes, over the Rocky Mountains, through the narrow passes, and along the steep defiles—Utah, Fort Bridger, Salt Lake City, he witches Brigham with his swift ponyship—through the valleys, along the grassy slopes, into the snow, into sand, faster than Thor's Thialfi—away they go, rider and horse—did you see them? they are in California, leaping over its golden sands, treading its busy streets. The courser has unrolled to us the great American Panorama, allowed us to glance at the future home of a hundred millions people, and has "put a girdle round the earth in forty minutes." Verily, the riding is like the riding of Jehu, the son of Nimshi; for he rideth furiously. Take out your watch! we are eight days from New York; eighteen days from London. The race *is* to the swift."

Eastern papers sent representatives to St. Joseph and to Denver to collect news, and the Pony was of valuable service to them. The writer remembers Henry Villard, correspondent of the *New York Tribune*, stationed at St. Jo.; Albert D. Richardson, of the *Tribune*, at Denver, and Thos. W. Knox, of Boston papers, at Denver. Villard is now (1880) the leading spirit in the Oregon Railroad and Steamship Companies; Richardson was murdered in New York; Knox lives, and is a successful writer. There were many other correspondents who availed themselves of the services of the Pony Express.

The letters were securely wrapped in oil silk for protection against the weather, and placed in the pockets of the *mochillas*. Even this precaution did not always protect the mail, for often streams were swollen, and the pony must not wait, so the riders swam their horses across. Occasionally hostile Indians chased the pony, but only one instance is remembered when he was caught; the rider was scalped, and the horse, with fright, escaped with the *mochillas*; months afterwards, the letters were recovered and forwarded to destination. The Express carrying news of Abraham Lincoln's election went through from St. Joseph to Denver, 665 miles, in two days and twenty one hours, the last ten miles being accomplished in thirty one minutes.

At first the stations were about 25 miles apart, but afterwards more were established, at shorter intervals. Horses were changed at each station. The riders went, usually, 75

miles, but an instance is remembered where one rode nearly 300 miles, those who should have relieved him being, for some reason or other, disabled or indisposed. At the end of his ride, which had been made on schedule time, he had to be lifted from the saddle, and could not walk for many days afterwards.

In the summer of 1860, the construction of the Overland Telegraph was begun from St. Joseph, on the east, and from Sacramento on the west. As it progressed, their outposts were made the starting points of the Pony Express, and in 1862, the telegraph being completed, the Pony—no longer useful—was abandoned.

Wm. H. Russell and B. F. Ficklin, original projectors of the Pony Express, are dead. Jones and Waddell, also, are dead. Alexander Majors survives, and lives in Salt Lake City.

In the "History of Wells, Fargo & Company" will be found an interesting account of the changes in ownership of the companies operating the Pony Express.

In "Roughing It," Mark Twain thus describes the Pony:

"In a little while all interest was taken up in stretching our necks and watching for the 'pony-rider'—the fleet messenger who sped across the continent from St. Jo. to Sacramento, carrying letters nineteen hundred miles in eight days! Think of that for perishable horse and human flesh and blood to do! The pony-rider was usually a little bit of a man, brim-full of spirits and endurance. No matter what time of the day or night his watch came on, and no matter whether it was winter or summer, raining, snowing, hailing, or sleeting, or whether his 'beat' was a level, straight road, or a crazy trail over mountain crags and precipices, or whether it led through peaceful regions or regions that swarmed with hostile Indians, he must be always ready to leap into the saddle and be off like the wind! There was no idling-time for a pony-rider on duty. He rode fifty miles without stopping, by daylight, moonlight, starlight, or through the bleakness of darkness—just as it happened. He rode a splendid horse, that was born for a racer and fed and lodged like a gentleman; kept him at his utmost speed for ten miles; and then, as he came crashing up to the station, where stood two men holding fast a fresh, impatient steed, the transfer of rider and mail-bag was made in the twinkling of an eye, and away flew the eager pair, and were out of sight before the spectator could get hardly the ghost of a look. Both rider and horse went 'flying light.' The rider's dress was thin, and fitted close; he wore a

'roundabout' and a skull cap, and tucked his pantaloons into his boot-tops like a race-rider. He carried no arms; he carried nothing that was not absolutely necessary, for even the postage on his literary freight was worth *five dollars a letter*. He got but little frivolous correspondence to carry—his bag had business letters in it, mostly. His horse was stripped of all unnecessary weight, too. He wore a little wafer of a racing-saddle, and no visible blanket. He wore light shoes, or none at all. The little, flat mail-pockets strapped under the rider's thighs would each hold about the bulk of a child's primer. They held many and many an important business chapter and newspaper letter, but these were written on paper as airy and thin as gold-leaf, nearly, and their bulk and weight were economized. The stage-coach traveled about a hundred and twenty-five miles a day (twenty-four hours), the pony-rider about two hundred and fifty. There were about eighty pony-riders in the saddle all the time, night and day, stretching in a long, scattering procession from Missouri to California, forty flying eastward and forty toward the west, and among them making four hundred gallant horses earn a stirring livelihood and see a deal of scenery every day in the year.

"We had had a consuming desire, from the beginning, to see a pony-rider, but, somehow or other, all had passed us, and all that met us managed to streak by in the night, and so we heard only a whiz and a hail, and the swift phantom of the desert was gone before we could get our heads out of the windows. But now we were expecting one along every moment, and would see him in broad daylight. Presently the driver exclaims: '*HERE HE COMES!*' Every neck is stretched further, and every eye strained wider. Away across the endless dead level of the prairie a black speck appears against the sky, and it is plain that it moves. Well, I should think so! In a second or two it becomes a horse and rider, rising and falling, rising and falling—sweeping toward us nearer and nearer—growing more and more distinct, more and more sharply defined—nearer and still nearer, and the flutter of the hoofs comes faintly to the ear—another instant a whoop and a hurrah from our upper deck, a wave of the rider's hand, but no reply, and man and horse burst past our excited faces, and go winging away like the belated fragment of a storm."

CHAPTER XX.

CALIFORNIA EXPRESS.—AT THE GOLDEN GATE.—CALIFORNIA, THE
TERMINUS OF THIS RUN WITH THE READER.—END OF THE
HISTORY TO 1880.

As a suitable supplement to what has been said in our earlier account of Wells, Fargo & Co.'s Express enterprise on the Pacific coast prior to 1860, the following "corrected proofs" will be found interesting :

1849 was the initial year of California's auriferous development. So promising a field did not long remain unimproved.

The first Express firm to take advantage of it, I think, was Livingston, Wells & Co.; but the really *effective* pioneer Express was that of Adams & Co., who, early as the spring of 1850, had established agencies throughout the mining camps of California, with headquarters at San Francisco, and freight and treasure found a ready conveyance through their facilities. In connection with their Express, Adams & Co. also inaugurated a banking business, which was soon recognized as one of the financial necessities of California.

In 1854 the copartnership in Adams & Co.'s California Express and Banking House was dissolved, and the eastern partners relinquished their interests in the banking and *interior* California Express business to D. Hale Haskell, their former partner, resident in San Francisco. Subsequently they withdrew altogether from the California Express, disposing of the business to John M. Freeman, Josiah Hedden and John K. Stimson, who, under the style of Freeman & Co., continued it successfully two or three years, and finally sold out to Wells, Fargo & Co., the present California Express Co.

As has already been described in our history of that great enterprise, a new company was originated by Henry Wells, W. G. Fargo, D. N. Barney, and others, and was organized in 1852, under the general incorporation laws of New York, with

a capital of \$300,000, and given the name of "Wells, Fargo & Co.'s Express," under which it has achieved its success, and continues to be known, though the terms of the original compact have, in the meanwhile, undergone various changes. The objective point of its operations was the Pacific coast, where we soon find it engaged in a spirited competition with the original company. It was, from the start, intended mainly to operate on the Pacific coast, its territory overland being bounded on the east by the Missouri river, while its communication with New York was by sea. Its original agent was S. P. Carter, and, associated with him, was R. W. Washburn. Subsequently, Louis McLane, Jr., was agent, at San Francisco, and Col. Pardee, general manager. In connection with the ordinary Express business, a system of letter-carriage and distribution, outside the mails, was established, a novelty which at once caught the popular favor, as it contributed much to the convenience of isolated mining camps. A banking system—since continued—was also established, and engaged for the company in the purchase and sale of gold dust and bullion.

"It is an ill wind that blows nobody any good." This trite adage received a notable verification in the consequences that flowed eventually to Wells, Fargo & Co. from the financial earthquake that shook the Eldorado of the West in 1855, and prostrated the immense business, created by Isaiah C. Woods and David Hale Haskell, under the style of "Adams & Co." San Francisco, and other Pacific coast communities, were panic-stricken. The fright was universal, and Wells, Fargo & Co.'s men shared in it. Without calmly considering the grounds of his own alarm, the doors of the office at San Francisco were closed by their agent, Pardee. It was entirely unnecessary, and ought not have been done. The company was solid. Henry M. Naglee (a citizen now of San Jose) was appointed temporary receiver, and his inquiries into the condition of the company's affairs soon convinced him that its assets were sound and amply sufficient. Three days later the suspension was terminated, and a business renewed that has not since suffered a moment's interruption.

The failure of Adams & Co., in California (while it threw

overboard its managers, Woods and Haskell, and utterly broke up their business), did not immediately leave Wells, Fargo & Co. in quiet possession. The Adams Express Company, of the Atlantic state, was a creditor, and sent out John K. Stimson to represent its interests, without making any effort to initiate a new service or to extend business into California; but, from the wreck of the broken institution, material was saved by some of its late employees, out of which they formed the "Pacific Express," which disputed the field with indifferent success for several years. Contemporary with that Phoenix was the organization of the "Alta Express" and "Freeman & Co.'s Express." The latter, connecting its lines with those of the "Adams Express Company," at New York, maintained an existence of some years, but, in 1859, was consolidated with the powerful institution, Wells, Fargo & Co. The "Pacific Union Express," organized in May, 1868, was a far more formidable competitor, but (so uncertain is the tenure even of great enterprises), in November, 1869, it was abandoned, and the entire field became Wells, Fargo & Co.'s.

But I am ahead of my story. Coming back to the crisis of 1855, on the occurrence of these troubles, the treasurer of the company, Thomas Janes, was sent out from New York to take temporary charge.

APPOINTMENT OF LOUIS MCLANE AS GENERAL AGENT.—In October, 1855, Louis McLane, a native of Baltimore, who had retired from the U. S. naval service and settled in San Francisco, was appointed by Treasurer Janes general agent of the company, and carried into the work a fresh and unusually vigorous spirit of enterprise and improvement. Under his management the business was largely extended, and its letter-carriage system, which had gone somewhat into decline on account of unwarranted antagonism to the government mail, was placed in full accord with legal requirements, and upon a basis of permanent prosperity, McLane, substituting the government stamped envelopes, affixing an official imprint of the company, and disposing of them at what was considered a moderate advance on the original cost. The price was 10c. each for the ordinary 3c. envelope, and a discount of 10 per



Overland California Stage Coach.



General California Stage Coach

cent. was allowed on all large purchases. The good effect of the new system was felt the very first month of its adoption, and the sale of envelopes subsequently reached the sum of \$15,000 per month. To execute this branch of service under all circumstances with the "promptness, celerity and dispatch" for which a reputation had been acquired, the use of "pony-riders," and runners on snow shoes was regularly resorted to when other modes of travel were impracticable. The latter business, in spite of the improved facilities of the mail (copied, in many instances, from the Express), continues to be the source of considerable revenue to the company.

INAUGURATION OF THE OVERLAND MAIL SERVICE.—From the earliest period after the acquisition of territory on the extreme western coast, the question of rapid and frequent mail communication agitated the public mind. The first practical effort in this direction was made in 1858, when a company was organized, and contracted with the Government for carrying the U. S. mail, overland, from St. Louis to San Francisco. It assumed the appropriate title of **THE OVERLAND MAIL COMPANY**, and began its career of usefulness with Mr. John Butterfield, as President, associated with whom were Messrs. Wm. G. Fargo, Wm. B. Dinsmore, the Barney's, B. P. Cheney and others. It was, in fact, in the hands of the originators and owners of Wells, Fargo & Company, and was designed for the transportation of the Express as well as the mail. The line was located geographically on what has been variously designated the "Southern Route," and the "Butterfield Route," the initial point being St. Louis, Mo., thence through Southwestern Missouri, New Mexico, Arizona and Southern California, to San Francisco.

The route, though followed for several years, did not prove in all respects satisfactory, and other arrangements being effected, it was then (1861), abandoned in favor of the Central route. It is pertinent to our narrative to here glance at contemporaneous circumstances which facilitated this really progressive movement. Although not directly inspired by Wells, Fargo & Company, the change connects itself necessarily with this history, and merits mention, as a link in the

chain of events attending the Overland service. Parallel with the operations of the Overland Mail Company on the Southern route, a mail service was run once a month, on long schedule time, on a line considerably more to the north, known in those days as the "Central Route," the eastern division (from St. Joseph, Mo., to Salt Lake City) being owned and operated by John Hockaday, and that of the west (Salt Lake City to Sacramento), by George Chorpening. In 1859, when the Pike's Peak country (now the State of Colorado) came into prominence as a mining region, the eastern half of this combination was absorbed by the "Central Overland California and Pike's Peak Express Co.," a new organization founded by the successful freighting firm of the border, Russell, Majors & Waddell, and John S. Jones, and a stage and Express line was established between Leavenworth City, Kansas, and Denver, over the Smoky "Hill" Route, changing, in 1860, to the "Platte" route, and buying Hockaday's line. It was this company that inaugurated the famous Pony Express, whose history has been already rendered.

That remarkable achievement demonstrated the feasibility of the "Central" route, and accordingly the Overland Mail was transferred to it, in the summer of 1861, the "Overland Mail Co." buying Chorpening's interest on the west. The Central Overland California and Pike's Peak Express Co. and the Pony Express were later, in 1861, absorbed by the "Overland Stage Line," Ben Holladay, proprietor, but the western half remained in the hands of the original projectors of the Overland Mail Co., and was successfully managed by Messrs. Fred Cook, Jacob Gooding and H. S. Rumfield, General Managers and Superintendents. In 1866, Holladay obtained from the Colorado Legislature a charter for the "Holladay Overland Mail and Express Company," and the same year there was a grand consolidation of all the interests, namely, Wells Fargo & Co., the Overland Mail Company, the Pioneer Stage Company, and the Holladay Overland Mail and Express Company, under the Holladay charter, with a capital of \$10,000,000, adopting the name of WELLS, FARGO & COMPANY, the change of name being ratified by a special Act of the Legislature of Colorado. Louis McLane was chosen President of the new

organization, with headquarters in New York. Charles E. McLane, previously Superintendent of the Pioneer Stage Company, was appointed General Agent for the Pacific Coast, with headquarters in San Francisco, and he, in turn, appointed John J. Valentine Superintendent of Express. Wells, Fargo & Co. now controlled all the important Stage Lines between the Missouri River and the Pacific Ocean, and transported the Express and Mails, at one time receiving more than \$1,000,000 annually from the Government for performing mail service; but the contracts, even with so large a compensation, did not prove profitable. In 1868 A. H. Barney succeeded Mr. McLane as President of the company, and his administration was marked by sagacity, energy and success. Shortly after, John J. Valentine was appointed General Superintendent, with headquarters in New York; subsequently changed to San Francisco.

Upon the completion of the Union and Central Pacific Railroads the officers of the company decided to revert back to the original intentions of its founders, and accordingly all the stage interests were disposed of, and since then operations have been confined to Express and Banking. In the early part of 1869, Lloyd Tevis, Henry D. Bacon, D. O. Mills and other capitalists of California, organized the Pacific Express, and contracted with the Central Pacific Railroad for privileges—virtually exclusive—for a term of ten years, and preparatory steps were at once taken to occupy this main artery of communication. A meeting, at Omaha, of the rival interests was, however, brought about—Wm. G. Fargo and A. H. Barney representing Wells, Fargo & Co., and D. O. Mills, Lloyd Tevis and Henry D. Bacon representing the Pacific Express, and negotiations resulted in merging the new and old elements by increasing the capital stock of Wells, Fargo & Co. to \$15,000,000, and conveying one-third of it to the Pacific Express, as the condition of its retirement. Subsequently the capital stock of the company was reduced to \$5,000,000. Messrs. Valentine and Chas. E. McLane gave the weight of their influence towards effecting the compromise and general pacification already referred to, and, no doubt, contributed largely to the result.

LLOYD TEVIS, PRESIDENT.—In 1870, Lloyd Tevis, of San Francisco, succeeded A. H. Barney as President of the company, a position he has since held by common consent, his administration of affairs being eminently successful and satisfactory. At this time the general officers of the company were removed to San Francisco, where they have since remained. The management of the company throughout has practically undergone no change for ten years. In Tevis's hands the prosperity of the company is well assured, and a confidence has been established which pervades all classes of the community. By the consolidation of 1869 all rival interests were harmonized, and Wells, Fargo & Company, being freed from all opposition, has since held undisputed sway over the territory comprehended in the term "Pacific Coast."

The company has agencies in New York, Boston, London, Paris, etc., and transacts a prosperous business with England and the continent. The enterprise is one of the features of the Pacific Coast, and the business continues to be of a profitable character, of late years regular 4 per cent. dividends having been declared to stockholders every six months, or 8 per cent. per annum.

Although inaugurated, like all mundane institutions, for the purpose of making money, this company, by its uniform respect for the rights of individuals, has secured and maintains a hold on the good will of the people exceptional in the history of monopolies.

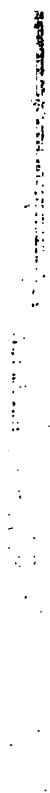
Probably no other Express Company has received the same unremitting attention from highwaymen and lawless desperadoes; but the promptness and fairness with which losses caused by their depredations are adjusted, has inspired the public with a confidence in its responsibility and integrity that could not easily be shaken.

The company has further augmented its reputation with the people by the ready interest it has shown in cases of public calamity; and, notably, under its present management, it has identified itself with the several great relief movements of recent years, which will constitute a luminous page in the nation's history. Thus, it employed, under the personal supervision of its officers, its extended facilities for collecting and



Leopoldo Lewis

President Wells, Fargo & Co.'s Express.



forwarding money and supplies, free of charge, to the communities affected by the following calamities :

Great Fire of Chicago ;
Overflow of the Mississippi River ;
Yellow Fever at Memphis, 1873 ;
Grasshopper Plague of Kansas and Nebraska ;
Inundation at Marysville, California ;
Forest Fires in Wisconsin ;
Great Fire at Virginia, Nevada ;
And the Terrible Yellow Fever Scourge of 1878.

For many years the principal office of the company was located at the corner of California and Montgomery streets, San Francisco, but about three years ago the business was divided and removed, the banking department occupying the fine rooms on the corner of California and Sansome streets, and the Express department the large building on the corner of Sansome and Halleck streets.

President Lloyd Tevis is a Kentuckian, having been born in Shelbyville, March 20, 1824. After passing a portion of his young manhood in St. Louis, he emigrated to the newly acquired Eldorado, as a miner, but from 1850 to 1852, resided in Sacramento, engaged in mercantile business ; not removing to his present home, San Francisco, until 1853.

He has been more or less prominently connected with nearly all the great public enterprises which have fostered and accelerated the development of the State. The California Steam Navigation Company, the California State Telegraph Company, the San Francisco Dry-dock, the San Francisco Gaslight Company, and the Consolidated Ice Company of San Francisco, each and all have been controlled or promoted by his influence ; and he is now the Vice-President of the South Pacific Railroad Company, as well as President of Wells, Fargo & Co. The uniform success that has attended all his undertakings is only less remarkable than the energy, industry and thoroughness that have characterized the man. His ready perception, quick comprehension, sagacity, nerve and general executive ability, have made him a power in the land, and have infused

strength and vitality into every enterprise he has taken in hand. The result of thirty years of unrivaled activity in business is a colossal fortune, an untarnished name, and an influence among his fellow men second to that of no other man on the Pacific coast, and in the social world of San Francisco he occupies an equally elevated and influential position.

The following is the organization of the Wells, Fargo & Co. Exchange, Banking and Express.

SAN FRANCISCO.—Lloyd Tevis, president; J. B. Haggin, vice-president; H. Wadsworth, treasurer; James Heron, secretary; J. J. Valentine, general superintendent; S. D. Brastow, and L. F. Rowell, assistant superintendents.

NEW YORK.—H. B. Parsons, assistant secretary and agent; H. M. Francis, cashier of banking department; D. B. Horton, cashier of Express department. Capital stock, \$15,000,000.

Our whilom correspondents, Aaron and Nat. Stein, continue their long-time connection with this great institution; the former in the supply and commission department, the latter as note-teller in the bank: "good men and true."

Felix Tracy, with his thirty years of experience and happy appellative (the continued fitness of which we hope will outlast Time), is still agent at Sacramento. He was one of the original "forty-niners" from New York State, where he was born, and in 1850 began his luxurious experience as a miner, but left in 1851 to become messenger for Sam Langton's local Express, between Marysville and Downieville, on which wild route he encountered much rough adventure, sometime on horseback, and, occasionally, in winter, upon snow shoes, with Indian runners. In 1852, he and Fred. Stimson were messengers for Adams & Co., between Shaster and Marysville. He initiated for the firm (though only an employee), the first Express ever carried into Utah Territory, but the failure of Woods and Haskell (Adams & Co.), in Feb., 1855, killed that enterprise "dead as herrings that are red," and threw Felix *hors de combat*. So invaluable an expressman had no difficulty, however, in finding other employers, and for two years he was the original Pacific Express Company's agent at Shasta; not connecting with Wells, Fargo & Co. until 1857. Eleven

years later he was promoted to the more important office at Sacramento, where he has become one of the pillars of the place, a prominent supporter of religious institutions, and is, besides, very popular with the business community.

C. C. Prendergast is agent at Virginia City; Elliot Reed, at San Jose; A. D. Tower, at Nevada; Wm. Pridham, at Los Angeles, and G. H. W. Crockett, at Austin, Nev.

These gentlemen are not personally known to me, but their names have been given with the official endorsement that they are prominently useful in their own localities, and, it is to be inferred, that they are pre-eminently fitted for their responsible positions in the management of the company's business in their respective cities.

If it were not so, they would not have been appointed and kept employed by so sagacious a general superintendent as John J. Valentine.

This gentleman, himself, has been identified with Wells, Fargo & Co., and the best commercial interests of California, for many years. Though an eastern man by birth and education, he has given the best part of his business life to the State of his adoption; and, in his pre-eminently useful position, has used all the forces at his command to aid and build up her towns and settlements. A man of stern integrity, his word is as good as his bond; a man of urbane dignity coupled with generous heart, he is universally beloved.

I have not the date at hand to give a fuller and more satisfactory reference to John J. Valentine's substantial record as an Express employee and manager.

Suffice it to say, that nearly all of it might be properly incorporated in the history of the great Express company of which he has been so long a part. Indeed, in our own version of that history, he has been already mentioned as one of its active executors, and the foremost man in the field, under President Tevis.

He is now in the prime of life, and the salubrious atmosphere of the grand city in which he resides (San Francisco), and the healthful resorts to which he may occasionally repair, ought to keep him in good condition for half a century to come. Long may he wave!

Our story now is done. But let us from this California height gaze over the ground again.

A trifle more than two score years ago, a little sallow-faced man, with his valise on end for a seat, sat on the forward deck of a steamboat, midway between Boston and New York; his sight fixed speculatively in the direction of the great commercial port (at that time a city of 200,000 inhabitants; less than one-fifth of its present population.)

That undersized individual, and his yellow calf-skin valise, were all that there was of the Express business in the wide world, in the year of our Lord, eighteen hundred and thirty-nine.

Now we are in Anno Domini, 1880, and from that single, not over-crammed valise, what multitude of Express cars, horses, wagons, trucks, long-toms, and iron safes have come! And in place of the lone "Original," these thirty thousand employees, of all grades, whom we have seen at work on the Express lines which have passed in review before us, since we left the eastern boundary of a wide-spread country. All these men, together with families dependent upon them, subsist upon the fruits of that banian tree planted by Harnden forty-one years ago. Truly, the early expressmen "builded better than they knew!"

And what does this vast multitude—whether considered as constituting many households, or as one great family—suggest to the fathers of the Express interests? Theirs is a grander responsibility than some of them, possibly, appreciate. They have not merely their own profits, and a vast business, to look after and control, with all of its multifarious details: the welfare of this great host of faithful and hard-working employees rests upon their shoulders. The burden should be, and perhaps it is, upon their hearts as well.

It is said of corporations, that they are "bodies without souls:" and that, in their managers' esteem, their men are mere machines.

In times past (it will be remembered), the Express Companies have not been included in the soulless category; and it is to be hoped, for the honor of humanity, no less than for their own good name, they will become, more and more, an exception to the rule. Their prime element of strength, at all

times, has been in the fidelity and attachment of their men ; it is more than possible that the time is not distant when it will be their best hold. Appreciation and compensation make a good span, and pull well together.

* * * * *

The show is over, and the curtain falls !

With this chapter leaving us at the golden bedside of the Sierra mountains, there let us lodge to-night.

But where, to-morrow ? Shall we reply, as Shakspeare makes his King Richard the Third answer himself in his gloomy soliloquy : " No matter where ! " or turn us, rather, in musing silence, to the memory of those of our number, once most active and busy amid the scenes which our panorama represents, but whose " lines " are now fallen, let us hope, in a far higher and happier region, even, than these mountain tops ?

Adieu, then, to California !

We quit the finished history, and the bustle of Express life, and enter now the city of the dead.

Our next chapter is *In Memoriam*. It has its lesson for all of us, and may well make us thoughtfully ask ourselves, " Who next ? "

In Memoriam.

In 1866, conceiving that a grander mausoleum should mark the spot, the leading Express directors, with the concurrence of the widow and son of the original expressman, removed the simple marble shaft, which had stood there for more than twenty years, and substituted the costly and imposing monument to his memory, now admired by every one who visits the notable cemetery of Mount Auburn.

It is a lovely place, that city of the dead, as nearly everybody knows, and situated about four miles from Boston, where our deceased friend had passed the most of his brief, but bustling life.

As I remember it, the magnificent memorial is about sixteen feet high, and three feet square. Its diameter is varied, in accordance with its elaborate design, but it bears no resemblance to the former marble shaft, except in its beautiful material.

It has a finely carved ornamental base, and in the upper cube is a draped urn within a miniature circular colonnade, which supports the graceful dome, or cap-stone.

Under the cube on which this temple stands is a larger one, very massive, and of the finest marble, bearing on its four sides appropriate sculpture, the chief being in raised block letters, as follows :

William Frederick Harnden,

FOUNDER OF

THE EXPRESS BUSINESS IN AMERICA.

DIED ON THE 14TH DAY OF JANUARY, 1845.

"Because the king's business required haste."—I, *Samuel* xx. 8.

In similar bas-relief, under the above, is the traditional Express emblem, significant of watchfulness and unflinching fidelity, a bull-dog.

Also in bas-relief, on a tablet over these, there are the symbols, a dove and an hour-glass, with the sands run out; and a trio of female figures—Faith, Hope, and Charity.

The west side of the same cube presents an abrupt change from antique allegory to the practical and modern, being a marble picture of the interior of an Express office—supposedly Harnden's. At a desk and short counter stands what is intended to personify the original expressman, while, confronting him, is a woman with a baby in her arms—emigrants newly come, by Harnden's trans-Atlantic line, from Liverpool.

The very graphic bas-relief on the side facing sunrise is a well-laden Express wagon, from which the driver is delivering a small parcel to a lady.

The side least conspicuous bears the inscription—

ERECTED BY THE
EXPRESS COMPANIES OF THE UNITED STATES,
IN THE YEAR A. D. 1866.

Certainly the monument is no less honorable to the fraternal feeling and genuine liberality of the expressmen, whose contributions paid for it, than to the memory of him whose services it commemorates.

Alvin Adams.

The beloved founder of the Adams Express departed this life September 2, 1877, aged 75 years.

His disease was thoracic dropsy. The funeral ceremony took place at the lovely residence of his family, in Watertown, Mass., and was one of the most numerous attended ever witnessed in the neighborhood of Boston.

Perhaps I may be pardoned for recurring to an interview which I had with this dear old friend near the close of his useful and busy life. I think it was in August, 1877, that (visit-

ing my native city) I called upon Alvin Adams, in his private room in the Adams office on Court street.

He received me with that urbanity which had always characterized him, even in the rush of business, now relinquished; but still the meeting was not without a shade of pain to me, because, as I looked into the clear, grey eyes, and benevolent countenance, now so grave, I could not but feel that family bereavements, old and new, were sapping at the foundations of his vital enjoyment and hold upon life; and I thought I could discern that, stiffly as he bore up under his heavy load of losses, domestic and financial, it was too much even for him, and time was not bearing so rudely upon him as some inward affliction, and the inevitable physical suffering consequent upon it.

I do not know what led to it, but (I think it was some allusion of his own) we exchanged a few words relative to the life beyond this. As we did so, his thoughtful eyes lighted up, and appeared to be looking into that world whither his dear ones had gone, and his chastened spirit was quite ready to follow. His words were few, and without emotion, but grave even to solemnity, though he may not have been conscious of it; being a spiritual man, but without a particle of the conventional manner and expression common to religious persons when speaking of eternity, yet impressing one with the feeling that (notwithstanding his dignified bearing) at heart he was humbled, and "*not far from the kingdom.*"

I had seen him only a twelvemonth before, but it was as if ten years at least had whitened with its snows his still handsome head; yet so erect was his person, so clear and steady his look, that I had no fears of his dying within a year or two; but it was only a few weeks from the date of that interview, when the good man lay down the burden of life, and went to his rest and the companionship of the beloved who had gone before him.

Henry Wells.

Little more than a year later, the founder of the third great Express, HENRY WELLS, for many years president of the American, was laid low by the deadly shaft which, for many years, he had sought to avoid by foreign travel, and resorting to salubrious climates, both American and European, for suitable air and hygienic waters.

When his last hour had come, he was not permitted the solace of dying in his own home, but breathed his last in a strange land. He died in Europe, but his remains were brought to this country, and everywhere (when such a thing was possible) *en route* from New York harbor to his house in Aurora, N. Y., were received with loving attentions by his Express brethren and associates. One of the most useful of these gentlemen, on that sad occasion, was Alfred Higgins, of Syracuse, N. Y., whom he had long held in affectionate esteem.

Henry Wells must have been nearly four score at his decease, but his mind was well preserved, and his spirits unusually buoyant and provocative of cheerfulness in all around him.

If my recollection serve, it was in 1877, or a little earlier, that the venerable founder of the firm of Wells & Co. tarried for a few days at the Grand Pacific Hotel, in Chicago, on his way from San Diego, one of his favorite winter resorts. I called upon him, and he renewed our old friendship with some of that agreeable humor, and fondness for anecdotes regarding the business, and his early associates in the work, which was characteristic of him.

He spoke, too, with considerable zest of friends in California, and especially of an expressman's festival in San Francisco, in 1876 or 1877, at which he was a guest. The fête was in honor of "Old Block," or some other pioneer messenger in the "diggings," notable for his courage, eccentricity, and fondness for practical jokes. Some of these amusing things the old Express president recounted to me with great gusto and many an "audible smile." God rest him! The memory is a pleasant one.

Andrew M. Barfoot.

In 1868, it fell to the lot of the American Express Company, in the northwest, to lose a superintendent of the Illinois division, ANDREW M. BARFOOT. He had been disabled, for a year or two, by consumption, and, during all that time, the company continued his salary. What bank or railroad corporation would have done as much by one of its invalid officers? The fact is, that the managers of the Express companies (and perhaps it may be said of their employees as well) will bear comparison with any beneficent institution or benevolent class of people or real, practical sympathy. It is an enlightened policy as well as a credit to their hearts. The lamented Barfoot certainly deserved all that was done for him by the company and his fellow employees, for he had long been remarkable for usefulness and conscientious fidelity, united to excellent traits in social life. Knowing him personally, I was at his bedside when his departure was nigh at hand. For nearly eight years he had been messenger before he was promoted to the agency at Mendota, Illinois. Then, after a year at Centralia, he was made superintendent, with the charge of 5 route agents, 85 messengers, and 100 miles of railroad. It was enough to break any man down. But he held manfully to it, until his constitution, weakened by pulmonary disease, succumbed, and his spirit, responding to the call of the Master, passed away to mansions prepared for the blest.

The Adams has not always limited its mortuary tributes to its upper grades of officials. Its heads have always had kind and sympathizing hearts. A good companionship.

Fred. Amory Stimson.

In the cemetery at Lexington, Mass., which is situated amid scenes made sacred by patriotic memories (much revered by him while living), repose the remains of brother "Fred,"

who died in 1865, after thirteen years' service for Adams & Co. in California, and between New York and San Francisco, as well as the "Adams Express Company," on their two routes between New York and Boston, in the rôle of a reliable and valued messenger.

Knowing him well during all that time, and intimately acquainted with his brusque, but sterling, character, and incorruptible integrity under all temptations, and cheerful endurance of physical hardships, Messrs. Adams and Dinsmore were warmly attached to him, admiring his manly virtues.

They felt, when in the meridian of an honored, though humble, career, a valued employee had died by disease contracted in their service—that his life had been sacrificed through the faithful performance of his arduous duties. Thence it was that the Adams Express Company, shortly after his death, erected over his grave the monument which constitutes one of the chief ornaments of that rural burying-ground.

Adjacent are the graves of the father and mother, to whom he had always been a considerate and affectionate son ; and all around are graves of dear relatives and friends. The road, near at hand, is the same over which the British army of invasion had hurried back to Boston after its defeat at Concord by the "minute-men" and farmers' boys of that section.

The monument is simple, yet handsome, being a shaft of pure marble, inscribed as is customary, but with the addition of a brief epitaph, eulogizing the character of the deceased in all the relations of life, and as a servant of the company by which that tribute was rendered.

He had been, every inch, a man. Blunt and frank, even to roughness at times, yet never profane ; not a professed Christian, but always respecting religion ; always kind and gentle to the weak and helpless ; not a talker, but always truthful, as if he could not tell a lie to save his life ; an undemonstrative, quiet observer, yet possessed of a dry humor that always pleased ; unselfish, firm, fearless, and faithful to duty, which he always performed with scrupulous exactness, regardless of personal comfort if it stood in the way, the deceased was a pattern for Express messengers, and a good example for any man to follow.

For many years Fred had been painfully aware of the danger of moderate drinking. Probably he may have seen it during the years from 1849 to '52, when he was a miner in California. Conscious that it was an unsafe habit for any person to contract, especially an Express messenger, he had conscientiously abstained; and when, during his last days on earth, his physician prescribed a swallow of brandy, he declared that he would not drink a drop to save his life.

At the last a brother expressman asked him how he was. "I'm played," was the characteristic reply.

And so passed from the stage of life as sterling a man as ever took part upon it.

Just here a few pages might well be given to some reflections upon "Billy Stevenson," John Dunning, Jim Wallace and his sons, and some others, once very notable among New York expressmen, but now long since passed away to that bourne whence no traveler makes the return trip.

How many from the Express ranks in all parts of the country have since joined them! Whoever has been a constant reader of the *Expressmen's Magazine* cannot fail to have been impressed with the solemn fact:

"Life's fitful fever over, they sleep well."

Only a noble record and bereaved friends and associates remain to speak their praises: praise not sculptured in marble, it may be, but upon the tablets of the heart.

A few of them, at least, must be mentioned, even if it be only to name them, in this memorial chapter.

William Willis.

Foremost in rank and nobility, such as Nature sometimes gives to men of humble origin, was William Willis, a superintendent of the Southern Express Company under the direction of M. J. O'Brien.

Few expressmen will fail to remember Willis's heroic self-sacrifice: immolating himself in his persistent efforts to save the lives of others in Memphis, Tenn., during the prevalence of the plague in that devoted city, two or three years ago.

A Baltimorean by birth, and a good representative man of the best human material in that fine city, he was strong, physically and mentally, yet quiet, unobtrusive, and hating self-display; kind, generous, sympathetic, and always aiming to do exactly right, and especially to mete out equal justice to his men.

A gentleman by instinct, his fine character was appreciated by his chief, who not only put the highest possible value upon his services as an Express superintendent, but loved him like a brother. Nor did President Plant esteem him less. Still, the highest tribute to the memory of this noble martyr to humanity was the sincere sorrow of all who had served under him when they heard that he had fallen a victim to the great epidemic.

C. W. Rhodes.

Nor do we forget that the scholar and gentleman (nearly 20 years an expressman), C. W. Rhodes, now sleeps the sleep that knows no waking this side of Jordan.

In some respects, modest as were his position and pretenses, he was a remarkable man.

An obituary notice of him in our favorite magazine stated that he was a close student, and had acquired several languages. It added: "He was a warm friend, a genial companion, and a Christian gentleman. A painful tumor blinded him in his last days on earth; but the hours of his affliction, when the light of the sun and the beauties and glories of the world were shut out from his natural vision, were made radiant with the sunlight of God's reconciled countenance in Christ."

In your last moments and mine, most patient reader, may the vista into the Beyond be as bright and hopeful.

He died in Covington, Ky., December 26, 1875. He was brother of J. H. Rhodes.

Then followed Charles De Maeyer, who had seen 20 years of honorable service as messenger, clerk and route agent in Illinois and Ohio; E. P. Tunison, agent of the Southern Express Company at Savannah, Ga., and, subsequently, H. A. Dow and George Kingsbury, highly valued men in Boston; George Burns, G. A. Lane, O. B. Hunter, T. E. Jones, E. R. Loop, P. V. Connell, J. Stewart, M. Y. Holbrook, J. A. Turpin, Charles Vilby, W. W. Pledge, H. H. Mayo, A. G. Repass, S. T. Maer and Isaac Davis—all honored names, familiar to many in one division or another.

Poor Jack Steinman was burnt to death in his express car, in a collision of trains, at Muncy, Pa., in September, 1877.

Scarcely less horrible was the killing of the worthy messengers, S. D. Wait, L. Lannigan and A. Purington, at Ashtabula, O., when a whole train was precipitated through a ridge some months later. There were fire and water, and death to many from both. S. S. Bliss and wife, famous singers, died in that human hecatomb, and were consumed to ashes.

Many had escaped in a car which passed over the cars in which the victims to fire and water miserably perished. If the sufferers passed through that baptism of death to heaven (as we hope all did), truly might they praise God in the language of psalm lxvi.

"Thou hast caused men to ride over our heads; we went through fire and through water: BUT THOSE BROUGHT US OUT INTO A WEALTHY PLACE."

My ageing memory fails to recall the names of many other good and true expressmen, who, like Dave Fry, of Louisville, Ky., had passed already to their final account.

Not a few of the unnamed in this death-roll are registered in the hearts of their surviving associates, and, still better, in the imperishable pages of the Recording Angel.

But of two others, Lacy and Coulter—who had enjoyed a degree of prominence in our craft—I must give something more than a brief mention.

John T. Lacy.

John T. Lacy, senior, died at his residence in Buffalo, N. Y., August 7, 1879, aged three-quarters of a century, and regarded almost like a landmark in the city, which he had seen grow from a very small condition into the prosperous mercantile mart that it had become many years before he exchanged it for "that city whose Maker and Builder is God."

Lacy was a cashier of the American Express Company, and was (if recollection serves) agent for several years in Albany, N. Y. There, at any rate, it was that I first met him. I regarded him as a very reticent gentleman, of purer character than usual, and considerable mental cultivation. That was in 1852, two years after he had commenced service with Livingston & Fargo, which he did as book-keeper for the consolidation, made in 1850.

He became cashier, and was in that position nearly all of the last quarter-century of his useful life. He was a valued member of the Episcopal church and a vestryman, and was venerated by a large circle of friends.

Fred. F. Coulter.

On the 24th of December, 1879, another highly esteemed expressman, Fred. F. Coulter, formerly agent of the Southern Express Co. at Atlanta, Ga., took his last farewell of this world to go to another and better, where cares and pains surcease.

Captain Coulter had been a sailor, hailing from Newark, N. J., where he was launched into existence just half a century before his voyage of life was ended.

In the prime of his young, stalwart and handsome manhood, he was in the employment of both the Harnden and Adams; but, during the war, was route agent for the Southern, in

Georgia; and, in 1871, on account of his great ability and personal popularity, was promoted by General Superintendent O'Brien to the important agency of that company at Atlanta.

About three years ago his grand physique experienced a blow which furnishes a striking commentary upon the unreliability of the most robust health, and what may seem to its possessor to be the strongest tenure of life. He was stricken with paralysis, and, for many months, long and weary to the sufferer, was in an almost voiceless condition. But he had kind, considerate friends, not only in his home, but in the expressmen's mutual aid institutions and the Southern Express Co., President Plant continuing his salary for a year and a-half after he was so suddenly and utterly disabled. His funeral obsequies were under the direction of his successor in the Atlantic agency, W. W. Hurlbert, and were attended by many expressmen and a multitude of citizens of Atlanta, with the prosperity of which Captain Coulter was universally regarded as identified.

The following obituary tribute to the memory, and interesting sketch of, our *latest* deceased prominent expressman is copied, by permission, from the December number of the "Expressmen's Monthly:"

Alfred Gaither.

One of the purest, noblest, and grandest lights of humanity went out when Alfred Gaither died—when, on a bleak November morn, a big soul ascended heavenward. The sorrowful news of Alfred Gaither's death caused a profound feeling in Express circles, and called forth the deepest veneration for his memory. Of him it truly can be said :

„None knew him but to love him,
None named him but in praise.”

The sad event occurred about 9 o'clock, on the morning of Thanksgiving Day, at the Gilsey House, in New York City, whither Mr. Gaither had gone, though feeling quite ill when he started from his home in Cincinnati, to attend an important

business meeting of the Board of Managers of the Adams Express Company, of which he was a member. He had been indisposed for some months past, and shortly after his arrival in New York, paralytic symptoms manifested themselves, and his illness culminated in congestion of the lungs, followed by bronchitis, terminating his life. He was accompanied to New York by his wife and Mr. L. C. Weir. When his condition became alarming, his son and daughter were telegraphed to come there. He expired in full consciousness, without apparent pain, surrounded by his family and numerous devoted friends.

Alfred Gaither was a remarkable man, and his loss will be keenly felt. A man of magnificent intellect, of wonderful executive ability, of infinite goodness of heart, and sincerity of purpose, of sterling worth, and a marked business sense and integrity; he stood forth as one among ten thousand. Those who were fortunate in his acquaintance, and the interests with which he was identified, will miss Alfred Gaither, and the wisdom and sagacity of his counsel. He has been like a pilot in the business world. In the hour of adversity and depression, when dark clouds seemed to overhang great interests, when violent storms would shake their very foundation, and encircle them with the mist of doubt and perplexity, anxious eyes would turn to Alfred Gaither, and the genius of his mind—that clear and comprehensive intellect—coupled with an irresistible determination and energy, would pilot the ship into harbor. He was an indefatigable worker, a deep thinker, and successful in all his undertakings. He knew no such word as fail. The one objective point, the one idea, the one thought that characterized his powerful mind was success. Every interest and enterprise with which he was either remotely or prominently connected has profited by the clear-headed counsel of this truly remarkable man.

One of his trusted friends—a journalist of national renown—gives a realistic picture of Alfred Gaither in an eulogium on his character. He says: “The deceased was a man of extraordinary ability; he had great brain power, and a mind capable of grasping subjects connected with railroads, in which line he was intimately connected. On these subjects he was constantly consulted, and of results for which others often claimed the

credit, he was the real author. He was a power behind thrones—greater than the thrones." In Cincinnati, his home, where he was known by almost the entire business community, his ripe judgment upon all questions of public enterprise was sought for and obtained upon almost all occasions. There he stood at the pinnacle of the business world—the embodiment of every trait of true manhood and character. He had not a single enemy, everybody recognized the superior qualities of the man in his social and business relations. No one ever had cause to speak ill of him. He was just, humane, and kind. He gave willing audience to the lowly as well as the high, and the petition of the humblest employee would be sure to receive the same calm and judicious consideration as a deep and weighty problem of vital interest. With a heart as big as his brain, is it a wonder that he was so universally beloved and esteemed?

Those who have known Alfred Gaither will at once recognize the truthfulness of the following pen-picture of the man: "Masterly pictures, perfect in tone, pronounced in no detail, pervade a great gallery. Their high thoughts, expressed with genius, make them silently eloquent. They are felt rather than seen. Brighter bits of color here, more dramatic stories there, may be taken from the line and the collection seem unbroken. Remove a single masterpiece and that art union is over. Other notable works may replace it in future collections, but the glory of that one has departed. So some men stamp themselves upon society, and departing leave a void in their generation. Alfred was one of those men who impress their strength and their excellence of character upon a community, without words or obtrusive deeds. They are felt, and going out of an epoch they are missed. It is a quotation, trite of late, that such is the economy of nature that "no man lives who cannot be replaced." This is a truism so far as is concerned the world at large, which looks at results and not at methods. To the generation that has grown and worked with them; to the associates who have been intimate with their habits of thinking and doing; to those nearer ones who have been *en rapport* with their big, warm hearts, as well as their busy brains, some men leave gaps never filled. Alfred Gaither was one of these."

Possessed of a mind far beyond the average, it was culti-

vated by close study and strict attention to commercial affairs. Starting in his young manhood with a liberal education, he added daily to his fund of knowledge, and finally developed into a king in the commercial world. By his enterprise and grasp of details connected with the business of transportation, he did much toward making the Adams Express Company in the west what it is to-day, developing it from absurdly small proportions in comparison to its status at the present time. Beneath an austere demeanor, which he habitually wore when in his office or on the street, there was a kindly disposition and a heart full of the noblest pulsations. His charitable hand was ever extended to the worthy poor, and no one asking alms was ever turned away from his door without receiving some token of his generosity. His bequests were made in that unostentatious and quietly sincere manner that was so great a trait of his character—and truly his left hand knew not what his right hand gave. At home his real nature manifested itself. There, his apparent coldness and unbending dignity gave place to cheerfulness, amiability, and even mirth. His conversation was sprightly and entertaining, and under the sacred influence of home, and surrounded by his wife, children, and friends, his business-look departed from his face, his mind threw off the cares of office, and he was himself again—a genial, whole-souled, humane, manly man, a devoted husband, a kind and indulgent father, and a safe and trusting friend.

The deceased was born in Georgetown, District of Columbia, on the 23d of November, 1819, and consequently was sixty-one years of age at the time of his death.

His family was an old and well connected one in that part of the country. They were prominent in the revolutionary struggle, and in the war of 1812, and always identified with the cause of their country.

After leaving school, he began his business career as a clerk in the wholesale mercantile establishment of George R. Gaither, of Baltimore. At the age of eighteen, and while connected with this house, he contracted the inflammatory rheumatism, from the effects of which he became lame, an infirmity from which he never recovered. Soon after this period he removed, with his parents, to Montgomery county, Maryland. This was

in 1838 or 1839. For a year or two following he taught a country school near his father's house, and in 1841 he returned to Baltimore, having been appointed by Governor T. G. Pratt chief clerk of the Maryland State tobacco warehouse. At the expiration of his term of office, he assumed the position of book-keeper in the hardware house of Penneman Brothers, of Baltimore. Remaining there a few years, he was made the chief clerk of the old Baltimore and Susquehanna Railroad Company at Calvert Station. Here he developed the necessary qualifications of a thorough railroad man, and his next step in the line of promotion was his acceptance of the appointment of superintendent of the Baltimore and Susquehanna Railroad, since known as the Northern Central. Shortly after, he was tendered the position of assistant superintendent in the west, of what was then known as Adams & Co.'s Express. George W. Cass was then the superintendent.

In the summer of 1854, the various Express interests then existing under the name of Adams & Co.'s Express were formed into an organization called the "Adams Express Company," and Mr. Cass was elected president. Subsequently, Mr. Cass retired to assume the presidency of the Ohio and Pennsylvania Railroad, now known as the Pittsburg, Fort Wayne and Chicago Railroad. Mr. Gaither was then appointed superintendent of the western division, and was also elected a member of the board of managers, and given entire charge of the interests of the company in the west. In 1868, he retired from the superintendency, being succeeded thereto by Mr. J. H. Rhodes. He continued, however, as resident manager, and held that important trust at the time of his death.

When he first assumed the duties of his office in Cincinnati, the Adams operated but a few unimportant lines of travel. The Marietta and Cincinnati Railroad at that time was not completed. After it had been opened up for travel, he took charge of the Express business on that road, and put lines subsequently on the Kentucky Central, the Indianapolis and Cincinnati, and the Ohio and Mississippi Railroads, and in fact developed the business over the whole surface of the western country, until to-day, the western division of the Adams Ex-

press Company's service embraces a wonderful network of railroads, extending from Pittsburg to New Mexico.

His colleagues in the board of directors of the company were: W. B. Dinsmore, Edwards S. Sanford, Samuel M. Shoemaker, John Hoey, C. Spooner, Henry Sanford, James E. English and James M. Thompson, all of whom looked upon Mr. Gaither as one of their ablest counselors.

Mr. Gaither was a robust man for his age, coming from a vigorous race, as is evidenced by the fact that his father survives him, at the age of 90, and that it is but a few weeks since his venerable mother was borne to the grave. He leaves a widow, whom he married in early manhood; a daughter, grown; and a son and name-sake.

To the splendid judgment of Alfred Gaither, is, in a large measure, the country indebted for the wonderful service rendered by the Adams Express Company in the late war. That service is a matter of history. It was a potent and powerful factor in the Federal cause, and was of material assistance to the armies of the Union. It was recognized and valued by the high military and civil officers of the Government.

In addition to his prominent connection with the Adams Express Company, Mr. Gaither was intimately identified with various public and private enterprises of great magnitude, all of which profited by his business energy, foresight and experience. The railroad magnates of the country cherished his acquaintance and friendship. He was for many years a director in the Pittsburg, Cincinnati and St. Louis Railroad, and his relations with the officials of the Pennsylvania Railroad system were always of the most cordial nature. Notable among the many enterprises in which he has been interested, is the great railroad bridge across the Ohio river, uniting Cincinnati, O., and Newport, Ky., which owes its construction largely to the zeal and tireless energy of Alfred Gaither, who has been the president of the bridge company ever since its organization. Not very many years ago, when the harmonious relations existing between the Express companies were disturbed by the introduction of the Merchants' Union Express, and wide-spread demoralization resulted, impartial Alfred Gaither was called upon with one acclaim, as the man to lead them out of the sea of trouble. And he did it! He was also, at one

time, a director of the Western Union Telegraph Company, and took an active interest in that colossal enterprise.

It was but natural that a man gifted in so extraordinary a degree, should at times have been mentioned in connection with high public office, but his retiring modesty always resented such talk. Nevertheless, he was very favorably spoken of in influential circles, three years ago, as a strong man for the U. S. Senate—to succeed Stanley Matthews—and at the session of the Legislature, a year or two prior to this, when his party was in the minority, Alfred Gaither was honored with the complimentary vote of the democratic members. In 1873 and 1877, he could have had the democratic nomination for governor of Ohio, by merely expressing his willingness to accept—and it will be remembered that the democratic nominees in these years were elected.

Thus has passed away in full vigor of a ripe manhood, one who, by his energy and business probity, made an impress on the commercial world of which he was a bright ornament; a man who made friends wherever his good qualities were known; a man whose heart was always touched by the tale of distress; a public benefactor, a wise counselor, a firm friend and a good citizen.

His loss was greatly deplored in Cincinnati, where he lived for nearly thirty years, honored and esteemed by all his fellow-men.

C. N. Sawin.

James Moore, General Auditor of the American Express, had in his admirably conducted department, for some years, C. N. SAWIN, as chief clerk—a modest, quiet, hard working gentleman, for whom I had a high respect, and who was universally esteemed in Buffalo for his sterling qualities. He has passed away, and handed in his final account to God, the Divine Auditor, like many others of our craft, within a short time past.

T. A. Ritson now occupies his place in the American Express office.

Charles C. Carter,

DIED FEBRUARY 4TH, 1881, AGED 53 YEARS.

CHARLES C. CARTER, late of Jersey City, was born near Springtown, New Jersey. His parents having died when he was but eight years of age, his uncle, Mr. Jesse B. Shipman, took him into his family and adopted him as a son. After attaining his majority, he entered into partnership with the late Samuel Shouse and Mr. Shipman in the staging business. At that time Easton had no railroads, the Central Railroad of New Jersey being then completed only as far as White House. The stage line at that time owned and managed by this firm was the connecting link between Easton and the then terminus of the Central Railroad to New York. In the course of his business transactions, Mr. Carter fell in with Mr. A. D. Hope, who had established the first express on the Central road, and, relinquishing staging, he entered the former business, which he followed with success till the time of his death, holding a responsible and arduous position in the office of the Hope Express, and its successors, the Adams and Central Express Companies, in New York city. In his business relations, his quiet demeanor, his sterling integrity, and his wonderful memory, won universal confidence for himself, and rendered his services indispensable in dispatching swiftly and correctly the massive business of which he had control. The large demands upon his resources and the strain upon his mind never seemed to weary or confuse him. But it was in his private and domestic relations that the nobleness of the man was best seen. Silent in word and deed, outside of his business acquaintances and family it may be said few knew him well. His quiet and retiring disposition necessarily limited the number of his intimate friends. But, among these, and in the bosom of his family, his gentleness, his bold and genial manliness, has enshrined him in their heart of hearts. May he sleep well!

William Bass Peck.

William Bass Peck was born in New Haven, Connecticut, on the 24th of August, 1816, and was nearly sixty-four years of age. He went to Buffalo in 1831, and has been a resident of that city ever since. Soon after settling there he found employment in the bookstore of the late O. G. Steele, and faithful and efficient service won for him a partnership in due time, when the firm became Steele & Peck. When Mr. Steele retired from the business, Mr. Peck formed a partnership with his brother, C. E. Peck, under the firm-name of W. B. & C. E. Peck, which continued for some years. This partnership dissolved, Mr. Peck entered the employ of the American Express Company as its first agent, and his relations with the company which grew in importance and responsibility as the business of that corporation grew into larger proportions, only terminated with his death. When the American Express Company was in its infancy in that city, its headquarters were in the bookstore of the Peck Brothers, and the subject of our sketch became interested in its affairs. Wm. G. Fargo recognized in Mr. Peck an active, enterprising, and efficient young man, and secured his coöperation in the building up of the interests of the company.

William B. Peck was a man of sterling qualities—a strong, full-brained, and warm-hearted man, who would have attained to prominence anywhere. He was a devoted husband and father, a true friend, a good citizen, a man who had done his work well, he will long be remembered for the genial qualities which pre-eminently distinguished him, and which made every man who knew him his friend.

Mrs. Wm. F. Harnden.

Mrs. William F. Harnden, wife and widow of the originator of the Express business, after his decease in Boston in 1844, continued her residence there for several years, and then re-

moved with her family to San Francisco, Cal., where her eldest son, William H. Harnden, obtained a clerkship in the office of Wells, Fargo & Co., since which time the writer has known or heard but little about them, until receipt of the following brief, but sad intelligence from the son, in response to a letter written to Mrs. H. in reference to a new vignette of her husband, for this Express History.

San Francisco, Cal., Feb'y 17, 1880.

MR. A. L. STIMSON.

DEAR SIR:—I received a letter from you a few days ago, addressed Mrs. W. F. Harnden, regarding a picture of my father, to be furnished for your new Express History, shortly to be published in your city. My mother, Mrs. Sarah W. Hastings, formerly Mrs. Wm. F. Harnden, died in Newton, Mass., on the 23d of November last, where she was visiting her brother.

Yours respectfully,

W. H. HARNDEN.

Mary Jerome Stimson.

On January 4th, A. L. Stimson, author of "Stimson's Express History," met with an irreparable bereavement in the loss of his excellent wife, Mary Jerome Stimson, who died at their residence in Monmouth, Illinois, after a sudden attack of congestion, terminating in the bursting of a blood vessel. Taken ill immediately after a cheerful dinner, at 1 P. M., she breathed her last about the same hour in the morning, while lying by the side of her husband, who, supposing her to be resting easily, had fallen asleep, being quite exhausted by twelve hours' incessant attendance upon her. She had been his faithful companion, and the sharer of his many vicissitudes, for upward of thirty-six years, and they were tenderly attached to each other. Her age was sixty-two. She was a native of Syracuse, N. Y. They were married in New York city, but resided in Boston and its vicinity some seven years, before locating permanently in the great metropolis, where they afterward passed sixteen years—he an expressman.

THE EXPRESSMEN'S MUTUAL AID AND INSURANCE SOCIETIES.

EXPRESSMEN'S MUTUAL BENEFIT ASSOCIATION.

In January, 1869, "THE EXPRESSMEN'S MUTUAL BENEFIT ASSOCIATION" was born at Elmira, N. Y., but acknowledged neither local limits nor company in intended operation. On the contrary, according to George Bingham, it was national in its character, and belonged no less to California and Oregon than to the Atlantic States, and alike to the employees of all the companies, if they should become members.

During that year (1874) according to the sixth annual report, made by S. DeWitt, grand secretary and treasurer, at a convention of delegates (in which forty divisions were represented), held in the Grand Pacific Hotel, Chicago, only 172 persons had forfeited their membership by failure to pay their dues.

The running expenses ought to have put the public life insurance companies to the blush, being all comprised in the two items—printing and stationery, \$394 50; salary of secretary, \$1,000; being only about 2½ per cent. of the whole amount of the society's receipts for the year.

Its officers, George Bingham, Pittsburg, president; Charles Fargo, Chicago, vice-president; S. DeWitt, Elmira, N. Y., secretary and treasurer, represented respectively the Adams, the American, and the United States Express Companies. Its executive committee were, J. Morrell, Jr., C. P. Thayer, E. G. Westcott, J. J. Valentine, W. G. Yates.

At the general convention in St. Louis, Mo., January, 1878, President George Bingham delivered his annual review of the past year's operations, by which it appeared that the whole number of death-payments was 32, out of 2,644 members, amounting in the aggregate to a trifle less than \$70,000, being a death rate of only about one and one-fifth of one per cent. The total assessments paid by each member was short of \$30.

Its main object was to insure the lives of those who joined it, or rather to assess every survivor on its roll a certain amount at the decease of a member, and to pay over the whole amount thus raised to the widow or legal claimants.

The amounts thus accruing to the bereaved were small, of course, at the outset, when the number of members was not large; but there was a steady accession of new ones, which enabled the managers to collect of the members, at the death of any one on their roll, a very handsome sum for the benefit of his heirs.

In an encouraging report made by Mr. Bingham in December, 1874, he says:

In 1869 we had 3 deaths; payments.....	\$1,629
" 1870 " 15 " "	25,668
" 1871 " 26 " "	56,347
" 1872 " 28 " "	57,591
" 1873 " 22 " "	38,448
" 1874 (9 mo) 25 " "	50,635

Showing totals, 119

\$230,318

Making an average of nearly \$2,000 paid on each death.

At the close of the year 1874, the Expressmen's Mutual Benefit Association numbered, in all, 2,569 members, in 58 divisions, for the convenience of expressmen in numerous different localities, from the Atlantic to the Pacific coast. Each of

these divisions has a secretary of its own—a man of well-known integrity, and valued for his business ability as well as active sympathy with his Express brethren.

The following list will show who these secretaries were in November, 1874: Charles E. Keeler, Jersey City; J. K. Murdock, Waverly, N. Y.; E. W. Mitchell, Elmira, N. Y.; L. Atwood, Dunkirk, N. Y.; A. Casey, Corry, Pa.; C. D. Fullington, Galion, O.; Seymour DeWitt, New York; T. D. McClelland, Erie, Pa.; W. R. Bresie, Toledo, O.; W. W. Gould, Cleveland, O.; Saml. Gee, Crestline, O.; C. T. Gilbert, Detroit, Mich.; C. H. Damsell, Columbus, O.; James Scoville, Chicago; James Aiken, Rome, N. Y.; B. H. Sly, Albany, N. Y.; A. Mitchell, Lexington, Ky.; J. M. Thatcher, Nashville, Tenn.; W. H. Waters, Cincinnati, O.; J. L. Overmyer, Louisville, Ky.; R. J. Humphreys, Philadelphia; T. L. Wagenseller, State Line, M. & K.; E. L. Smith, Des Moines, Ia.; Ralph Johnson, Buffalo, N. Y.; W. H. Ashley, Rochester, N. Y.; J. A. Barker, Sandusky, O.; Sam. Mount, St. Louis; R. B. Poore, Columbus, O.; G. Fenno, Boston; J. M. Frazer, Hoboken, N. J.; W. H. Widner, Galion, O.; Jos. Seal, Allentown, Pa.; J. McCabe, Pittsburg, Pa.; L. A. Fuller, Springfield, Ill.; C. E. Goodrich, Milwaukee; A. W. Sterrett, Harrisburg, Pa.; W. J. Camnetz, Cincinnati; F. F. Coulter, Atlanta, Ga.; E. E. Kirkham, Tuscaloosa, Ala.; C. C. DeLong, Peoria, Ill.; C. A. Snyder, New Orleans; W. T. Munday, Hamilton, Ont.; W. S. Woodward, Knoxville, Tenn.; J. H. Simpson, Augusta, Ga.; C. B. Higgins, Indianapolis; C. C. Case, New Bedford, Mass.; W. B. Armstrong; A. D. Keener, Baltimore, Md.; John R. Floyd, Chicago; E. S. Keim, Clinton, Ia.; C. L. Loop, Memphis, Tenn.; S. N. Knight, Winona, Minn.; H. W. Latham, Wilmington, N. C.; W. F. Beckel, Kansas City, Mo.; E. H. Orth, Ogden, Utah; D. Evans, Portland, O.; C. W. Banks, San Francisco, Cal.

EXPRESSMEN'S AID SOCIETY.

"THE EXPRESSMEN'S AID SOCIETY," was organized in Cincinnati, March 18th, 1874. Its officers were: Alfred Gaither, Cincinnati, president; H. B. Plant, Augusta, Ga., vice-president; C. L. Loop, Memphis, Tenn., treasurer; executive committee, L. C. Weir, W. Willis, C. T. Campbell, D. F. Jack, A. B. Small, Frank Clark, A. D. Ross, W. H. Waters.

Its secretary, C. W. Rhodes (since deceased), stated in September, 1866, that it had at that time 282 members, and 47 divisions, 38 of which were in the southern States. \$448 had been paid to the widow of S. T. Maer, of Columbus, Miss., and \$466 to the widow of Isaac Davis, of Corsicana, Tex. both deaths occurring in the summer of 1874. (At his own decease, a year or two later, this society had become so large, that Mr. Rhodes' widow was paid about \$2,000.)

One of the most earnest friends of this excellent institution is its former president, Henry B. Plant, president of the Southern Express Co. He believes that the fullest possible sympathy with all worthy employees, no matter what their position, is not only benevolent, but the best policy for the conservation and advancement of Express interests; and this, he thinks, is materially strengthened by the paternal feeling resulting from the mutual aid and benefit associations.

Let us look, now, at their vital statistics.

MORTALITY OF EXPRESS EMPLOYEES.

The following contribution to vital statistics by the editors of the *Monthly*, is a valuable one. It is from the ten years' death-roll of the Mutual Benefit Association. It shows the two deadliest scourges to be the twin-brothers, pneumonia and consumption.

We have compiled from the annual reports the following causes of death of the two hundred and twenty-six persons for whom assessments have been made. The terms used are those given by the grand secretary. In some cases, the techni-

al name in use by the medical profession is given, while, in others, the simpler name in general use :

1 Muscular Atrophy.	1 Inflammation of Liver.
1 Osteites of Dorsal Vertebra.	1 Septicæmia.
1 Enteritis and Peritonitis.	3 Diabetes.
1 Ulceration of Bowels.	6 Apoplexy.
1 Cancer of Rectum.	1 Chronic Catarrh
2 Gastro Enteritis.	2 Variola.
1 Ulceration of Throat.	4 Inflammation of Brain.
1 Rupture of Blood Vessel.	2 Congestion of Brain.
1 Carcinoma of Stomach.	1 Compression of Brain.
1 Malignant Tumor.	1 Concussion of Brain.
1 Intestinal Obstruction.	3 Softening of Brain.
1 Overdose of Ether.	1 Cerebral Rheumatism.
1 Overdose of Opium.	1 Cerebro Spinal Meningitis.
2 Typho Malarial Fever.	1 Apoplexy of Brain.
1 Scarlatina.	22 Pneumonia.
1 Abscess of Stomach.	32 Consumption.
1 Lockjaw.	13 Phthisis Pulmonalis.
1 Cholera.	3 Hemorrhage of Lungs.
1 Cholera Morbus.	1 Closure of Windpipe.
1 Hepatic Abscess.	1 Congestion of Lungs.
5 Paralysis.	1 Abscess of Lungs.
3 Dysentery.	1 Hepatization of Lungs.
2 Yellow Fever.	1 Pulmonary Tuberculosis.
5 Typhoid Fever.	2 Tumor on Brain.
2 Bilious Fever.	1 Paralysis on Lungs.
1 Dilation of Heart.	3 Bronchitis.
3 Rheumatism of Heart.	1 General Debility.
1 Dropsy of Heart.	1 Inflammation of Knee.
1 Tuberculosis of Lungs.	3 Dropsy.
1 Cancer in Abdomen.	9 Heart Disease.
3 Cancer in Stomach.	1 Hemorrhage of Bowels.
3 General Paresis.	1 Congestive Fever.
4 Bright's Disease of Kidneys.	1 Anæmia.
2 Carditis.	7 Suicide.
1 Disease of Stomach.	20 Killed.
1 Disease of Prostrate Glands.	1 Lost at Sea.
1 Stoppage of Bowels.	11 Total Disability.

REPLENISH WITH THE BEST MATERIAL.

It is absolutely essential to the perpetuity of these societies, that they should keep getting new and healthy members; young and vigorous material, to off-set the old. The annexed article by Isidor Bush, upon "Co-operative Life Insurance," is worth the consideration of the managers.

This subject is one of very great interest to expressmen.

The great majority of those insured have adopted this system because of its cheapness. No man in the country has given the subject more study than Isidor Bush, of St. Louis. From a treatise published by him, and delivered before the Independent Order of B'nai Brith, we make the following extract bearing on the influence of additional membership on advance in age and death-rate. We omit the tables referred to, satisfied that they present in figures all that is claimed :

Every intelligent man knows, and the recorded experience of registers, statisticians and life companies in Europe and here, for nearly a century, confirms, that *the rates of mortality increase with advancing age*, though many a young man dies before his older associates. While, for instance, during the next year, out of 1,000 persons of the age of 40 about *ten* only will die, and out of 1,000 persons of the age of 55 about double that number ; yet among every hundred persons of the age of 75 there will be ten deaths. If the rate of mortality continued to be but one per cent., ten in a thousand, it would take one hundred years before these thousand persons would all have died, which is impossible, unless over one-fourth of the members attain an age exceeding 100 years—aye, some at least 125 years, which, from experience, nobody can assume. Thus no long process of reasoning should be needed to prove that with the advancing age of members, and consequently increased rate of mortality, the assessments must increase.

But it is generally supposed that by timely and proportionate additions of new, younger members, it is possible for these societies to rejuvenate themselves, or, at least, that thereby the increase in the death-rate and contributions will be, if not altogether neutralized, at least so very slow as to be scarcely perceptible.

A thorough analysis of this supposition is therefore necessary, and should not be disregarded by those at least who have the welfare and permanency of these benevolent associations really at heart.

Assume that out of a society of 1,000, average age 35 (age 35 is generally used as an example, in preference to any other age, and especially in this work, as it is about the average age of members in most societies, formed within ten or less years),

ten would die during each succeeding year for thirty years, and further, that *each year one thousand new younger members*, not exceeding on the average the age of 35, would join, such society would, *at the end of thirty years*, consist of 25,350 members, whose ages would be between 36 and 65, and the *average* age of the then aggregate membership would be 49 years, 7 months and 11 days, as the following table proves. Of those assumed to have entered successively from year to year, there would be then remaining, after thirty years—

Members.	Age.	Aggregate Years.
700.....	65	45,500
710.....	64	45,440
720.....	63	45,360
730.....	62	45,260
740.....	61	45,140
750.....	60	45,000
760.....	59	44,840
770.....	58	44,660
780.....	57	44,460
790.....	56	44,240
800.....	55	44,000
810.....	54	43,740
820.....	53	43,460
830.....	52	43,160
840.....	51	42,840
850.....	50	42,500
860.....	49	42,140
870.....	48	41,760
880.....	47	41,360
890.....	46	40,940
900.....	45	40,500
910.....	44	40,040
920.....	43	39,560
930.....	42	39,060
940.....	41	38,540
950.....	40	38,000
960.....	39	37,440
970.....	38	36,860
980.....	37	36,260
990.....	36	35,640

Total membership after thirty years.....25,350

Aggregate age.....1,257,700

Average age.....49.6 years.

Let the number of members be 10,000 now, and 10,000 more added each and every year, the result remains precisely

the same as far as the age of its membership is concerned,—thus showing that even a most extraordinary large and *continued* addition of new and younger contributing members can only *retard*, but can not *prevent*, the advancing age of the aggregate membership (no rational person ever supposed that the natural advance in years of the individual surviving members could be prevented); and if ever the increase in membership be less, the advance in age becomes *less* retarded, and the time must come when no new younger members will be willing to join the older ones, naturally preferring to form a new society of young men. And as we can not well assume that the old society would hold out until but a few members are left, whose families would receive comparatively nothing and the last ones absolutely nothing)! the failure and dissolution of the society becomes then unavoidable.

The annexed table, I., clearly shows that, even if it be possible always to keep up the full number of members, so that for those dying every year (according to the mortality table), just as many new members would join, *each only 30 years old*, the average age of the survivors, together with the additional new members, would, nevertheless, slowly but steadily increase—as the one year advance in age of the surviving members is not balanced by the gain of the difference in age between the members who died and those who joined.

The table proves this, by deducting each year from the aggregate age the years of those who died, and adding to the years of the survivors those of the additional younger members besides the natural advance of one year, thus reaching at the end of forty years the average age of 59, with a mortality of 28 in a thousand annually. Members would therefore have to pay \$28 annually for \$1,000; and, as this rate of assessment is more than the premium in any life insurance company for men below the age of 40, few, if any, new members—certainly *no young* members—would join, and many old members would be unable or unwilling to pay these assessments. It would consequently be useless to extend this calculation beyond a period of forty years. No endowment society based on uniform post-mortem assessments for all ages, and without reserve fund, could be maintained that long.

The hypothesis that the natural increase in the death-rate and consequent assessments might be neutralized to an extent to be scarcely perceptible, by means of continued additions of new members, can be controverted still more thoroughly and accurately by ascertaining the amount or proportion which would have to be contributed by such future members; in other words, by calculating how much the contributions of the first thousand members, at \$10 per annum for \$1,000 insurance, would fall short of paying their own death claims.

The table II., deducted from the well established mortuary experience, and calculated with as much accuracy as possible in so small a number, assuming as favorable a longevity as can reasonably be expected, will show that the entire assessments paid by 1,000 persons, from the age of 35 to their decease, at \$10 per annum, would amount to less than *one-third* of the amount required to satisfy their death claim at \$1,000 each, and that over *two-thirds* would have to be contributed by the additional and future members. And as these are subject to the same laws of mortality—in other words, as their natural deaths will occur in a series not differing very widely from that of any other thousand persons alive at the same age and under similar circumstances, it would require the life-long contributions of *two* thousand additional members, at \$10 per annum, to pay the endowments of the first one thousand, then of six thousand additional future members to provide for those two thousand, and the larger the number of members the greater would be the deficiency in the end. Yet some men, and indeed not a few, are deceived by the illusive theory of *neutralizing the decline of life by adding more lives*; that is, of paying the death claims of present members by borrowing from future members, and these, again, from future members! This table proves its fallacy, but, at the same time, it shows, more clearly than any words could, how it is that this delusion originates.

Up to the average age of 45, the increase in the rate of mortality is almost imperceptible, so that during the first twenty years about one-fifth only (a little more than 20 per cent.) will have died, and as a steady increase in number, by

addition of younger members, *retards* the advance in the *average age* of a society, it is quite natural that assessments of about one per cent. annually continue apparently sufficient for a period of twenty years; but thenceforward the assessments must increase, notwithstanding the *new system* (!) of borrowing from future members, that *inverted* plan of inheriting from successors.

Life insurance necessarily requires that the deficient payments of those who die early shall be compensated by additional payments of those who live longer; this is *truly* co-operative, and brothers especially may honestly be asked to agree to this; but a system under which even those who live longest are not expected to pay enough for their own claim, is both dishonest in intent and impossible to practice; it must fail.

After about twenty years the assessments become burdensome for many members; then, instead of new and younger men joining, the younger and healthier contributors withdraw first, and the advance in *average age* is just so much accelerated as it was retarded in the beginning; then not only is the insurance scheme bound to come to a premature end, but the society itself which adopted it, with the purest and best of intentions, is probably crushed by its collapse.

It is true, as has been shown before, that such collapse is no wrong in itself, *provided*, that such society did not promise agree and bind itself, to pay or assure forever to widows or designated beneficiaries of contributing members any more than the aggregate amount it might collect, at the time of their demise; and, *provided further*, it did not promise or pretend to guarantee to its contributing members, even in absence of a previously accumulated surplus, that the number or amount of annual assessments shall never exceed a certain limited amount. *It is absolutely impossible to fulfill such promises except* by MEANS OF AN ADEQUATE RESERVE FUND.

THE MUTUAL BENEFIT AND AID SOCIETIES IN COURT.

The St. Louis *Globe-Democrat* recently reported an important decision, by which the question as to who can be the legatee of a person dying after another person designated by the latter as his or her beneficiary to a certain sum of money by insurance. The decision covered two particular cases in controversy: The Expressmen's Aid Society and the Expressmen's Mutual Benefit Society *vs.* M. D. Lewis, Public Administrator, and arose out of the following circumstances: Charles Wilby, an employee of the Adams Express Company, during his lifetime became a member of the above-mentioned societies, both of them voluntary and unincorporated; and, further, he became entitled—for the benefit of his heirs, or any such persons as he might designate—to certain sums of money, to be paid by insurance departments operated and controlled by the said societies, in case of his death while a member.

In October, 1878, Charles Wilby died, and, by reason of his death, certain sums became due from each of the companies by reason of his membership. It appears, however, that the companies were in a quandary as to who was the beneficiary. During his lifetime, or, more particularly, at the time that Wilby first acquired a membership in the benevolent and insurance departments of the societies, he designated and selected as the beneficiary in his policy, his wife, Margaret Wilby. The latter, it seems, died before Wilby, and he neglected to change or appoint another person as beneficiary, which, by the third article of the laws of the societies, he could do on application of the insured to the secretary. A by-law of the organization provided that the name of the person to whom the amount should be paid, in the event of the insured's death, shall be indorsed upon the certificate of membership and upon the books or register of the Association. In case the member fails to designate the person to whom shall accrue the benefit sum, it shall be paid to the widow and children, and, in case these do not exist, then to the next nearest of kin of the deceased member.

Judge Thayer, in his opinion, says: "As the beneficiary

named by Charles Wilby, to wit, his wife, was mere appointee to receive such benefits, if any, as might accrue at his death, and she died before her husband, the appointment failed, and the benefit reverts to the member to whom it would have belonged if no appointment had ever been made. In this connection it should be remarked, that the appointment made in this case was to Margaret Wilby personally, and not 'to her or her heirs and assigns.' The case is, in most respects, like that of a legacy given to a legatee, who dies prior to the death of the testator, and thereby loses the legacy. There is no indication on the face of the certificates of membership, that the member in whom the power of appointment resided intended that the fund should go to the collateral relatives of the wife in case she failed to survive him."

The Court further says: "If, at the time of death, there is no appointee in existence capable of taking the fund, it goes to the member's nearest of kin, in the event (as in this case) that there is no wife or children."

PART III.

THE WORK, AND HOW TO DO IT.

RECEIPTING CLERKS, DRIVERS, AND HELPERS---WAY-BILL CLERKS,
MESSENGERS AND AGENTS.---ROUTE AGENTS, &c., &c.
INSTRUCTIONS FOR LEARNERS.

THE DRIVERS' DUTIES IN NEW YORK.—THE WAGONS, THE HORSES,
AND THE STABLES.

There are two or three Express superintendents, perhaps more, whose recollection of their early beginnings carries them back to the whip and reins, and, "in their mind's eye, *Horatio*," they are young again, and wrestling with trunks and boxes upon an Express wagon.

In short, they began as Drivers ; after a year or two became Messengers ; a few years at that hard work, and then Route Agents ; another decade, more or less, and, somehow or other (usually by superior ability, natural and acquired), they had become superintendents.

Such *luck*—shall we call it ?—is rare ; but certain it is, that, in numerous instances, good drivers get promoted. The wagon has been the stepping-stone to higher place.

No driver for the *regular* companies need despair of advancement—especially if he write a good hand, and should happen to have had a medium good "common school" education (things which some drivers must have)—he may get into a clerkship, but more likely, after long waiting, a messenger's berth, if he can get some responsible man to sign his bond. The following rules prevail in New York :

Drivers are held personally responsible for all freight, &c., they receipt for. No responsibility rests with the helper, and any neglect of duty on his part must be promptly reported. They are not allowed to let their teams stand unattended.

Helpers must always ride in a position that will enable them to have full view of the contents of wagon. When in motion, if practicable, the tail-board of wagon must always be kept closed.

The doors of wagons protected by wirework must at all times be kept properly secured.

Fast driving (except when necessary to meet trains) is strictly prohibited, and is regarded as a sufficient cause for discharge.

On arriving at the office, his first duty is to deliver to the proper clerk all C. O. D. bills, and bills for collection, in his possession.

In signing receipts for glass, and articles of a frail nature, write across the face of the receipt, "taken at shipper's risk."

He should never allow any other than the helper, or employees, to ride on his wagon.

In the great cities there are two or more grades of wagons and drivers' work. In New York there are three or four different kinds belonging to the same company.

The light, ornamental "money wagon," for the delivery of small and valuable parcels, is never an "open wagon," so called, and it has a high tail-board; and, both in front and rear, is well protected against sneak thieves.

In old times, when "pickers and stealers" were fewer and less ingenious, such precautions were unknown on the wagons, and an unscrupulous fellow might easily have helped himself to some valuable parcel without detection, even while the driver was on the seat. At length such a theft did occur, and that led to the use of higher tail-boards; but not high enough, for what the thief could not reach with his hand, he obtained by means of something resembling a small fish-pole and line, at the end of which were either hooks or some sticky substance.

In one instance the thief fled, leaving this implement, and after a while there were few money wagons in use that were not thoroughly protected against such attempts.

There is the "double wagon," drawn by two horses, driven usually by a man of more than ordinary muscle, who has a strong "helper" along, either to "pick up" boxes, &c., at numerous stores in certain blocks or streets, or to take Express

freight from the charge of the messenger on the just-arrived train.

Of such double wagons, with their large, sleek double teams, the company is likely to own from forty to fifty in New York. Some of these are used in the delivery of very heavy and bulky freight, and often for the conveyance of all sorts of wooden packages and trunks; but this lighter business is commonly given to the single wagons, which move about, even with a full load, much more lively than their big brothers.

The drivers of single wagons may have to do most anything that can be done in their line—deliver and collect freight at ships, steamboats, and depôts, and at dwellings and stores, but usually some sort of system is used by the wagon-master, city superintendent, or transportation agent (or whoever it is who has this supervision of the “rolling stock”), and certain drivers, with their accustomed horses and wagons, are assigned for certain portions of each day’s regularly recurring work.

It would not be right to say that there is as much difference in drivers as there is in individuals in a crowd, but that there is a notable difference in their qualifications is very manifest.

It is not only natural, but desirable. One driver may be just suited to one grade of duty; another may be just the man in what is nominally the same, but really a higher, range of service.

All should be men of civil deportment and good temper, unsmirched by profane or obscene language. And they are in duty bound to be particular in handling carefully anything that is given them either for delivery or forwarding.

If all who handle express freight would treat it as they would if it was their own property, how much acrimonious controversy, how many reams of paper used in correspondence, how many suits for damages, how many customers and how much money the company would be saved!

[In another chapter it is shown that many, if not most, of the claims for damages to goods by the company really are unjust, the fault not being with the Express, but with the packers.]

The delivery driver has a delivery book in which the items of freight or small parcels which he is to deliver to customers

shall be entered and receipted for by consignees or their representatives.

These packages were originally entered in way-bills received from other points—that is, from the offices where they received from the shippers—and from these way-bills the entries are copied into the driver's book. In most all offices (out of New York, at least), the amount which he is to collect on each is set down, and, on coming in again, or, at the close of the day, he accounts to the agent for the whole sum of the charges and C. O. D.'s collected by him; or, if, for some reason, some packages have not been delivered, he returns them into the agent's care, and so "*settles*" his book.

But, in some offices in New York (and in the large cities, perhaps), it is done differently. The collector of charges *follows* the goods; and the C. O. D. packages are taken out by still another driver and collector.

The drivers who come under the observation of customers daily should make it a point to be very civil, and even agreeable, in their manner to them and their men.

We have known some shipping clerks and porters in stores to be so partial to a certain driver as to take pains to divert business from the wagons of competing companies to give it to him, even when the firm had been ordered to ship it by another line.

Of course it was all wrong (and merchants ought to warn their men not to be guilty of such willful neglect of shipping orders), but it illustrates one point, viz.: that a really good, judicious Express driver can influence, by a kind, modest manner, a great deal of business for his company. If, on the contrary, he is gruff, ill-spoken and untruthful, or negligent, the customer who has his choice of companies will naturally prefer to give all that he can to the other Express. Generally receipts for packages delivered ought to be written with ink, and always with ink, if it is very valuable.

If addressed to the "care" of some person or firm, he must deliver to that person or firm, and not to any one else.

Of course, the driver who receives a package from a customer for transportation over an express route, before he receipts must first know that it is a point at which his company,

or a connecting company, can deliver, and this he can readily ascertain by referring to his pocket list of the places for which it receives freight. If it is to be prepaid, and different companies are to handle it, he must use great care to get all their tariffs indicate as right.

In the chief cities every driver has a helper, usually quite a young man, who will work cheap, say for from \$25 to \$30 a month. Drivers of single wagons receive from \$40 to \$60 per month; drivers of money-wagons \$60 to \$75, according to their experience and natural ability.

"In old times" there was much discrimination used in the wages, but a custom subsequently obtained, as a part of the modern system (thought to be made necessary by the great increase in the number of employees), to grade their employments, and to adopt the salary to the grade, and all in that grade were to be paid alike. But that procrustean rule was unjust, and, during the last year or two, it has been often departed from, and some, at least, are paid, not according to the kind of work which is devolved upon them to do, but according to the acceptability with which they do it. Their experience in the business, and their character as men, also have weight with the officials who decide what the wages shall be.

But all are alike liable to have a percentage discounted from their monthly pay whenever the directory decide that retrenchment in the item of wages is necessary.

Within a year or two the "American" has made two "cuts" of ten per cent. each; but the men realized the situation, sharing in the general depression of trade. The company was suffering from a falling off in business, and they submitted to the decimation, with a sigh, perhaps, but without a murmur. It is so much better to have *small* pay than none at all! Up to this time the "Adams" have never "cut" their men's wages.

I learn from Mr. Gandy, the city route superintendent, that the American has, in New York city,

44 double-wagons, each costing not less than . . .	\$535	00
43 single wagons, " " . . .	275	00
6 money-wagons, " " . . .	300	00

It employs 67 drivers and helpers, and owns (in 1879) 135

horses, and has 125 horses costing, on an average, \$175 each. Z. M. Hewitt is superintendent.

After three or four years' use it is his custom to sell and replace with new; but he showed me the picture of a horse, now defunct, which had held good until 21 years old.

EXPRESS PORTERS.

As might naturally be expected, there are, in the large metropolitan offices, many more subdivisions of employment than in the agencies. There may be the president, the resident managing director, the general superintendent, the treasurer, the book-keepers, the cashier, the agent (or local superintendent), the freight contractor, the money clerks, the stable manager, the superintendent of transportation, the head freight clerk, the receipting clerks, the messengers, the drivers and their helpers, and, lastly, the porters—and of these rollers of hand-trucks, and wrestlers with huge baggage and solid cases of merchandise in the basement freight-receiving rooms and freight yards there is little to be said, other than that they are a hard-working, useful class of men, and are an indispensable element of express industry in the great cities.

The porters, if well behaved, and not afraid of hard work, are respected in their situation, and, when disabled by sickness or hurts, are kindly cared for by the resident manager or his agent. On the other hand, if inclined to shirk, or to handle packages recklessly, or to pilfer from packages (as some have been known to do), they get their walking papers as soon as found out.

EXPRESS RECEIPTING CLERKS.

You may think, young man, that the express receipting clerk's work is merely to stand at a counter, or on the sidewalk, and fill up and sign blank receipts. Not so; there is much more to it.

There must be a scrutinizing glance at the package offered, to see if it is *securely enclosed* and *legibly marked*. If not, the shipper must make it so before you sign for it. Then you must have its valuation, or a specific refusal to give valuation,

by which refusal the Express liability is limited by the printed words of the receipt.

In many cases the shipper wishes to prepay the freight, and this demands still further care. Either the weight or the value, or both, must be put down, and the charges made in accordance with the tariff rates, and this demands the strictest accuracy.

AND SEE TO IT THAT YOUR RECEIPT CORRESPONDS WITH THE ADDRESS, says the *Expressmen's Magazine* :

"Employees of Express companies, whose business it is to receipt for freight or other property to be shipped, cannot be too careful in seeing that the marks, name and destination correspond in the receipt with that on the goods. When a party gives you freight, and hands you a receipt all ready made out to sign, see that you get what you are signing for. Carelessness in this particular not only subjects the company to considerable risk, but it involves more or less trouble and annoyance to all concerned."

And the editor adds :

"A case occurred in this city, within a few days, which is by no means an isolated one, and which should serve as a warning. A prominent house in Cincinnati wished to ship a large trunk, containing samples, to Springfield, Ohio, and gave directions accordingly to the shipping clerk. He wrote out the tag in plain, bold letters, Springfield, Mass., which was attached to the trunk, and then told another clerk to fill out the receipt, giving the name and destination as Springfield, Ohio. The trunk and receipt book were sent over to an Express office during the busy hour in the afternoon, and the Express receiving clerk, seeing the trunk, signed the receipt handed him without looking at the tag on the trunk. The trunk was accordingly billed out by the mark, and sent forward to Springfield, Mass. A day or two afterward, it not reaching Springfield, Ohio, inquiry was made and the mistake found out. It was then ordered back from Springfield, Mass., to Cincinnati, and came back with an expense of some \$14, whereas not over \$2 would have taken it in the first place to its proper destination. The shipper made the mistake in marking the trunk, and, as he also made out the receipt, he had to stand the expense. But the receiving clerk did not do his duty in not comparing the receipt with the mark on the trunk; had he done so the error would have been detected at once.

"After you have once receipted for goods, never allow the mark to be changed unless the original receipt is produced and the correction is made to correspond."

To go back a little.—It is necessary that the receipting clerk (or whosoever signs a receipt for a package), should be

quite familiar not only with the names of the railroads used by his company, but of the cities and principal towns. If he can cultivate a memory for all, even the inconsiderable stations on the routes, so much the better; and still better, if he memorises the tariff of Express rates between his office and numerous places for which he is daily receiving freight, &c. Of course, he has the tariffs and classification tables to refer to, constantly at hand, for his guidance in making rates, and must adhere to them implicitly; but a good memory helps one wonderfully; especially in the hour just preceding the "closing the run." And just here, I find an illustration quite apposite.

A gentleman, who was once a label boy in an Express office, and subsequently rose through many promotions to the position of general superintendent, after 30 years of hard but intelligent service, remarkable for its great usefulness to the company, to which it is still attached, was often complimented upon his extraordinary memory. On one of these occasions he pool-pooled, and remarked, "My memory was not unusually good. You or any one else, in fair health, body and mind, could remember quite as well, pursuing the same method. I began business life without anything more than a very common education, and, feeling the lack of it, I resolved to remember, if possible, all that I heard or read that was good and useful, especially in social and business matters. This I resolutely adhered to, and my memory grew by constant exercise, as the muscle of the porter's arm grows by daily exertion."

Another expressman with an excellent memory for useful things (and none for grudges), was Superintendent A. M. Barfoot, whose death in Chicago about eleven years ago, is mentioned under the obituary head. Robt. A. Mills says of him, that when he was running as messenger for the American, he was in the habit of making his "freight report," at the end of *round* trips, from memory, without the aid of any memorandums. Once while coming north on his route, his scrip-sheet blew out of the car, an irreparable loss to most messengers, but to him it was nothing, for his memory again asserted its supremacy, and he soon filled both sides of a new sheet to replace the truant one. It was only necessary for him to see or read anything but once, he had it indelibly fixed in his mind.

So, boys, whoever you are, whether in the Express business or not, bear this in mind. Exercise your memory; rely upon it, and test its retentive capacity constantly. "There's millions in it."

And, now, to resume.—The new receipting clerk will often be offered packages which ought to go to another office, because his company cannot forward them to destination, or even on the way thither. He will decline them, of course, in compliance with the rule.

Again, he will receive packages, which must be manipulated by two or three companies, perhaps, before reaching the consignee, or address. Now, to save yourself some loss, be careful.

If they are not to be prepaid, he need not refer to the tariff; but if the shipper wants to pay all charges to destination at the start, the receipting clerk must turn to the transfer tariff book, or tables, and (having previously ascertained the weight, if it be freight; or valuation, if money or jewelry), add together the amounts which will be due to the companies employed for the entire service, and collect the sum of the shipper, on the spot. Then, he may receipt for charges paid through to destination.

This is all understood by clerks having even a little experience, but I am writing now, as I have, or shall, in some other pages of this book, for learners of the Express business.

And before leaving this important topic of Express receipts (for it is a matter of much moment to Express proprietors), let me mention one other point. It is to be careful about receipting (which is contracting) to carry packages, of little saleable value, long distances, without the Express charges are prepaid; or unless the shippers are responsible, and guarantee that they will pay all charges that may have accrued upon the same, should the goods be refused, and returned.

Bags and parcels, as well as trunks and larger freight (if the shippers are strangers), ought always to be prepaid, unless manifestly worth more than the charges at auction, and if to be conveyed far, and then transferred to another company for carriage and delivery at a point remote from place of ship-

ment, they should be rejected by the receipting clerk, unless paid through to address.

Usually, he is at liberty to take pay, and receipt for the conveyance of such packages to some intermediate Express station of the company (which he binds by this contract), that is to say, to any point as far as his company's route extends in that direction; but not unless the packages are evidently of much greater value than what the amount of return charges would be if (because no one should ever call or send for them at that point), after remaining "on hand" some months, they should be returned to the office which had originally received them; or to the main office, where, in due course of law, they will be sold at auction, if not previously redeemed by the shipper.

I close this chapter for new receipting clerks with a few words of friendly advice.

Be very patient. There is no better field for the exercise of that virtue than the Express receipting counter. You will be sorely tried sometimes, especially when much crowded with work; but resolve to be kind to every customer. Be civil, even to the rude or the stupid. In short, mind the golden rule!

TALLY OR SCRIP CLERKS AND WAY-BILLERS.

Of these there are a large number in every main office in New York, and they are more or less numerous in every great Express depot.

In some, however, the custom is obtaining, to bill directly from the freight, or P. P., itself, to save both the labor and the risk of mistakes, in the transcription of entries.

The scrip-clerk writes with a pencil, on cheap, rough paper (usually ruled in columns like the way-bills), the entire entry on the same line, stating what the shipment is, who it is to go to, and where, and what it weighs. Commonly he refers to the company's table of classification rates, and jots down what the charges are. If charges have been paid by his company to another common carrier from whom it was received, say \$1.25, and his own company's charge is 50 cents, he enters \$1.25 in

the "advanced charges" column, 50 cents in "our charges" column, and the sum of the two amounts, viz.: \$1.75, in the "total collect" column.

After filling the scrip-sheet with similar entries, he foots up the columns of charges, and jots down each footing in its proper place.

The footings of the freight scrip must agree with those of the way-bills, which are in all essential points an exact transcript of the scrip entries, though not in the same order.

The way-biller (or way-bill clerk, if you like that name better), must be accustomed to write a good, legible hand, very rapidly; especially if he is employed in an office or Express depot, where out freight comes in, sometimes, like an avalanche, and at all times (especially near the hour of closing the run), altogether too fast for a moderate penman to enter currently.

He begins by numbering and dating his way-bill, very plainly, at the top, and writing in still larger letters (or if he does *not*, he ought to), the name of the town, or city, to which his company will carry such of the freight, &c., entered upon his scrip, as may be properly shipped to that office.

He must add up and jot down the requisite footings of each way-bill, but in pencil only.

It is usual to copy the way-bills in an impression book, and to preserve that for reference, &c.

If it should be stated how many way-bills a superior clerk can make in a day, it would be regarded by some people as incredible. Of course, it requires a constant tension of both eyes and hand, and many hours of close, wearing work (when there is a rush of business), and is unfavorable to health.

It is not equally severe in all of the large offices; some having a more liberal supply of clerks than others; and in many rural cities the work of billing is comparatively light, and is varied by other employment.

The largest day's work ever done in a Chicago Express office, was that of the American Merchants' Union Express Company, on Friday, December 20th, 1873. The freight entries of the day required 4,480 separate way-bills. The work was done in eight hours by five bill-clerks. On closing work

Saturday evening, they were rewarded by the company with a supper at Burke's Hotel.

The way-billers in all of the great cities, are a numerous, respectable and highly deserving class of Express employees; and, of course, indispensable.

EXPRESS MESSENGERS.

In the transfer of freight from one train to another, when both may be behind time, and their conductors anxious to be off, every moment being precious, the messengers are compelled to handle packages in a great hurry, or have them left over or carried by. In such emergencies (and they are very common, especially in the worst weather), when arrival at way-stations and junctions are irregular—the trains running wild, and not on schedule time—transfers and shipments of Express freight are difficult, simply because the time granted by the conductors is too brief to admit of proper care in handling the packages, many being very fragile, and not a few very solid.

We confess to a great sympathy with messengers and transfer agents, especially in winter, when roads are obstructed, and at times when they are washed by heavy rains and freshets. People in general have little or no conception of how very trying their work is at such seasons.

Not infrequently they get about as many bruises themselves as the heavy trunks, and often still heavier boxes of goods, which they are expected by shippers to handle so carefully, no matter how great the hurry, in which the freight has to be left at a way-station, or exchanged, at a junction, from one train to another, while, perhaps, the conductor is giving the signal to his engineer to go on.

The messenger, in his necessarily hasty manipulation of his freight, may get hand or foot (if not his ribs) bruised, but he must lift that 300-pound box, and that mammoth trunk, all the same as if he were in his best condition and as lusty as a giant spoiling for a fight. Or if, on the other hand, the package be light and fragile, he must carry it as daintily as if it were a bunch of orange blossoms for his "ladye fair."

The clever Express-artist and agent of the Southern Express,

Matt. O'Brien (a brother of the accomplished general superintendent of that company), sums up the messenger in a communication to his favorite magazine :

"Do *you* know what it is to be a messenger? It is to be the whole company—on wheels! It is to be, at one and the same time, porter (putting away your freight), receiving clerk (receiving goods), way-bill clerk (way-bill your stuff), money clerk, money delivery clerk, freight delivery and O. H. clerk (goods on hand), corresponding clerk (writing all the time), route agent (for you are, as he should be, going over the entire route, with headquarters in the cars), agent, auditor (seeing that bills are correct), cashier (always paying out money, 'expenses and sich'), and superintendent over all.

"Is this *all*?' the *funny* man will say. No! for his benefit I will say: It is to eat your breakfast in one State, do without your dinner in another, and have supper—with a fly in it, and even then, 'consider yourself lucky.' It is to be in the position of danger! to furnish a sensational item for the newspapers, when, with your car, you go through some economical bridge provided by the railroad company for transmission of 'through matter.' To be *the* man whom 'train robbers' first interview, and stand between them and the company's property; and one revolver to five, your life subject to the whim of a set of men whose study is to get your safe-keys.

"But—worse than all—it is to be the bearer of blame showered on you by those who, 'a little higher in authority,' ventilate that authority in continued censure of the messenger. As Manton Marble once remarked, and truly, too, 'It is easy to censure faults which are upon the surface; to detect flaws which the very nature of the business renders unavoidable; or from the vantage ground of elegant literary leisure to pick out solecisms, and to impute to design those errors which are fairly to be attributed to unavoidable haste.'

"Mr. H. B. Plant, the veteran expressman, and president of the Southern Express Company, once said: 'If you wish to know *how* the business is being conducted, ask the messenger.' And it is true, too. The very nature of their business makes them watchful; makes them close observers of men and things. They are here to-day, and gone to-morrow; first in one office, then another; meeting this way-agent, and that way-agent; they are not supposed to note anything that is going on, they are 'so busy;' but they do see and hear many things, and know more of how the business is managed when the 'bosses' are away than many would give them credit for; and while in their car, when they have nothing else to do, nothing to bother them but a cinder or two, then they *think*, they criticise; they compare the mode of doing business in one office, against the mode in another. They criticise the conduct of employees in one office against another; they remember, perhaps, that one money clerk, or receiving clerk, is more polite than another; how one, perhaps, speaks too roughly to customers when they come in, and *he* is busy, and they *think* all men doing business with the company should be treated alike, and treated

with such attention and respect as to make them wish to have more dealings with the company ; and thus the man who is known as 'only a messenger,' compares things. They are traveling all over the country, and they learn how the business is being conducted better than the 'bosses' could, for the messenger has been heard to say—things are different when they are about—but us ! they dismiss their fears as they see us, with the remark—'he is only a messenger !'

"'Only a messenger !' Why, they are the *life* of the company."

LOCAL AGENT.

It is the duty of the local agent to take receipts for all articles of freight, &c., delivered by him ; and these should be made in ink, and dated. And so, too, with all things received by him to be forwarded from his office.

In his daily delivery of freight, &c., to messengers, he should, in all cases, take a receipt.

The incoming way-bills of freight for his point he is to enter in the *in-trip* book, and delivery-book, promptly upon arrival (having first compared the articles received with the way-bills), and if there is anything short, or in excess of way-bills, he is to note the fact, and inform the proper agent.

He must way-bill all freight shipped from his office in the blanks for freight, and all small and valuable parcels, and collections of notes and drafts, and packages of coin or bullion, in what is generally known as money way-bills ; and take impressions, or other full registration, of the originals.

He will keep in a book a list of all freight, parcels, &c., remaining on hand, and enter up the charges for the time being to his own credit as agent, and when he delivers any item of it, take a receipt for the same in his office book, which amounts will then be debited against his credits.

On the arrival of freight, &c., or bills and notes, drafts, &c., for collection, he must immediately deliver to consignees, and collect, if due ; or if that is not practicable, notify them through the post-office, and proceed according to the standing instructions received from his division superintendent, or route agent, and the rules laid down for his guidance.

These will require of him, also, periodical statements of the current receipts and expenditures of his agency, as will be seen on another page.

Every local agent is expected to do his best, by a civil, accommodating manner to customers (yet never accommodating any one contrary to the rules), and by faithful attention to the duties of his position, not only in the office, but out of it, to increase the business of the company.

TRANSFER AGENTS AT JUNCTIONS,

Are not free from trials of their strength, coolness and caution in the handling of freight, especially when the transfers or deliveries have to be made, as has been said, in a big hurry.

At numerous transfer stations, it may be the rule for two, or even three trains, each from a different quarter, to arrive simultaneously, and all to leave again at nearly the same moment. Then is the time when the unassisted transfer agent wants to be three in one—or rather to be in three parts, and every one of the three to be a cool-headed, clear-sighted, nimble-footed and quick-handed Hercules.

This class of workers, whether agents or messengers, should be men who can get along very well with five hours sleep in the twenty-four, and in some emergencies (of frequent occurrence in winter), with little or none.

I am familiar with a case—and I presume it is not at all uncommon—in which the agent, after a hard day's work, would remain awake until about midnight, daily, to make a transfer usually completed at 11 p. m.; then sleep "like a log," until 4:30 a. m., when, aroused by an alarm clock, he would jump into his clothes, and, leaving his wife and child to take their fill of sweet, oblivious rest, light his lantern, pocket his revolver, hurry (haply through a storm), to the distant depot and the coming trains. If they were on time, his transfer was soon made. If the telegraph operator reported them an hour, more or less, behind time (and often a train would be three or four hours late, by reason of some accident on the road), he would bestow himself at full length on his truck, or upon a

hard settee in the passenger-room, and tired nature would succumb to the drowsy dominion of Somnus.

“Sleep, balm of hurt minds,
Great Nature’s second course,”

would hold him fast, until the shrill whistle from the iron lips, half a mile distant, pierced his accustomed ears, and started him, wide-awake, to his feet. No time for rubbing of eyelids then. Scarcely enough in which to thrust out his arms and, with a huge yawn, stretch himself, as, lantern in hand, he goes out into the weather. I am supposing it to be a rough morning in winter, and the tardy dawn still in her night-cap. All is as dark as a pocket, and as black as Erebus, except where the driving flakes of hail has whitened the track and its surroundings. The fiery-eyed locomotive cannot be seen for the snow.

Now, Mister Agent, or Mister Driver, or Mister Transfer Clerk (“whichever it is,” who is to get freight off that train), be alive! There’s some shoveling to be done to clear the way for your truck from the Express freight house; and you have only three minutes to do it in, and in a blinding, pelting, pitiless storm, too.

“Blow winds and crack your cheeks! who cares?” as Lear says in the play. It is a bad night for the old king, or even for a dog, to be out in; but the expressman is used to it, and (receiving extra pay for this night work), it is all “in the bond,” and his own fault if he don’t like it. Out comes the shovel without a murmur, and “in the twinkling of a bed-post,” old Boreas has an active assistant at making the snow fly. In a few moments the sturdy amateur has cleared a path, and wheels his huge, well-laden truck of Express trunks, boxes, etc., to the spot where the Express car will be likely to stop; that space having been already shoveled by the depot men.

“Sturdy,” say you? “What if he were half-sick; bungled up by a heavy cold, with a little fever thrown in; or disabled by rheumatics?” All the same, good querist. These out-door workers for the Express companies—especially transfer agents, messengers and night drivers—are bound to stick by their job, if in the emergency there is no one to supply their place, and the superintendent has not been notified (or has not been able)

to procure a substitute. "Don't give up the ship!" were the dying Commodore Lawrence's last words to his still fighting officers and men, in that memorable battle which they won over the gallant tars of England; and something of the same sort of feeling, appreciated or not, seems usually to animate the true expressman, no matter how overworked he may be.

ROUTE AGENTS.

The duties of the route agent are nearly alike in all of the companies. There is a difference in some instances, but it is not essential in its character. Some have much longer routes, and a larger number of agencies to look after than others, and I know of two or three cases in which the route agents have from 400 to 500 agencies to visit, examine, adjust, &c. No mortal man can bear up under such a strain of hard work, physical and mental, more than a few months in a year, unless, like machinery, he is made of iron.

In the American Express Company's *regimé*, their duties are very fully and succinctly stated by the general superintendent, as follows:

"1. Route agents will act under the direction of the superintendents of the divisions to which they are appointed, and to whom they will report weekly, as per instructions on this blank, giving information as to their location daily.

2. Certain routes will be assigned to each, on which their headquarters will be established at a central point, and from where they can most readily reach all other points under their charge.

3. They will, if possible, see each and all agents and messengers under their charge *daily*, giving them such instructions and assistance as they may require.

4. Whenever a new agent or messenger is appointed, they will see that proper instructions are given him, and for this purpose will remain at the office, or with the messenger on the train, as the case may be, until such time as they are competent to attend to their duties. In case of an unexpected absence of agents or messengers from their places, the route agent will at once communicate the fact to the superintendent

of the division by telegraph, and attend to the duty of the absent party until the position is filled by superintendent.

When opening a regular office, give instructions as much as possible in writing, by making three or four fictitious way-bills, copying them on "*in-trip book*;" enter one week's business on "*out-trip book*," including packages with "*advanced charges*," *prepaid*, *P. O. R.*, and *free*, making two or three way-bills and an abstract of the week's business. Make a statement, including bills to collect, prepaid, free, *P. O. R.*, also additions and deductions on same; add the prepaid as per abstract, settling it by advanced charges, salary, vouchers and cash. Enter on trip book when statements and abstracts are to be returned to Buffalo. Explain use of *O. H. book* (package on hand book); also difference between regular, non-reporting and *U. S.* offices, and how to find charges by tariff book and classification card. When transferring an office from one agent to another, enter on trip book: first, all way-bills previously received (since date of last statement to general accounting office), and making thereon a settlement of the same, including prepaid charges on abstracts, error letters, and all other indebtedness of the office, and crediting charges for goods on hand, advanced-charges, or unsettled abstracts, salary, and any other authenticated vouchers, with cash to balance, delivering way-bills, packages, vouchers and cash, with all collections on hand, to new agent, requiring him to receipt on the book for same.

5. They will see that each agent and messenger under their charge make their returns correctly and promptly to the proper offices, and if not so done, report the fact at once to the superintendent of the division.

6. As often as once in each month, they will thoroughly examine into the manner of doing the business at each office under their charge as follows: First, by comparing the copy of all way-bills received with the delivery book, when separately kept; also the record of unclaimed goods, and see that all matter on way-bills marked as delivered is properly receipted, and that no more charges are collected than is accounted for in the return of way-bill to Buffalo. Also, that all matter left on hand uncalled for, or not delivered for other reasons, is entered upon the record of goods on hand, and that

notice to the consignee through the post-office has been duly given. They will at the same time *examine the marks of all matter on hand*, see that errors have not been made by the office billing, or if the goods cannot be rebilled at some other office nearer to destination, and at which they would be more likely called for. Also, compare and see if regular way-bills have been received with all goods found on hand, and if not, have the same reported to agent of lost and stray goods, as per instructions in reference to such matter. In case where errors occur in billing matter to the wrong office, they will notify office issuing way-bill to that effect, and if repeated, notify the superintendent of the division. Second, that the collections show to have been received by inward way-bills have been made and returned, comparing copy of inward way-bills with the out-trip book for the purpose; if collections have not been returned, call for same, and ascertain why not collected, and return them as per general instructions in reference to this class of business. Third, that the charges, whether to collect or prepaid, on outward business are correct and according to tariff.

To balance the general account of a regular office, foot up the amount of way-bills on hand, add the prepaid charges on abstracts not settled with Buffalo office, then credit the advanced charges and packages on hand, salary and other authenticated vouchers, the difference will be the amount due the company.

The principal duty at the non-reporting offices, is to see that collections are promptly returned, and that receipts are well taken; also, that a record of business is kept in office book No. 7.

7. They will see that all books and papers at each office are taken care of, and not allowed to be lost or mislaid, particular care being taken in this matter in transferring agencies. They will also see that property of all kinds belonging to the company is properly taken care of.

8. They will see that each messenger on route under their charge make their freight reports each trip, that they check *out* all matter on way-bills left by them at different offices, and check *in* all they receive. That they take receipts for all way-

bills delivered at regular offices, and for all business left at non-reporting offices. That they bill according to tariff all matter delivered them by non-reporting agents, and all others without a regular or memorandum way-bill.

9. They will see that messengers are careful in the handling of money packages; that the safes are kept locked when not in use, and that no other person rides in their car, and never leave same except at meals, where agents are employed to remain during messenger's absence.

10. In cases of damage, make a complete investigation as to how, when and where it happened, and if not the fault of packing, and to be paid by us, try and reduce the amount by putting the articles in as good shape as can be before agreeing on amount to be paid or having it appraised. If you think best to have damages assessed, do so by two disinterested parties conversant with the goods, but generally you can do better to settle direct with consignee. If articles are claimed to have been abstracted, weigh the package before delivery, and if it agrees with the marked weight, the conclusion would be that nothing had been taken out; compare bill of purchase with contents, require some evidence that the articles were forwarded, referring matter to superintendent of division for final settlement.

11. They will carefully and frequently read all rules, regulations and instructions to agents and messengers, and given by circulars, or that may be so given hereafter, and see that the same are enforced, keeping in mind *always* that instructions are never given except when deemed necessary, and that they are expected to be observed by all parties receiving same, without regard to their ideas of right or wrong in the matter."

EXPRESS ABSTRACT CLERKS.

The abstract of each day's way-bills is made either the same night or early next morning.

Its object is to show how much, according to them, is due the company from those of its agencies to which freight, &c., were shipped, as per those bills; and, on the other hand, how much is due the company, and connecting companies, upon

freight pre-paid to the agent from whose office the way-bills were issued. It shows, also, the amounts advanced by the company on any freight, &c., received from other carriers.

The day's abstract is sent into the General Accounting Department, where all the accounts of the company with its agents all over its territory are kept, and balanced on the first of every month.

It may devolve on the same clerk that makes this *daily abstract* to make also the *weekly* and *monthly statements* to the same auditing department.

The Weekly Statement is a list of all the way-bills received during the week at the office making this report, which includes, also, the item of unclaimed or O. H. freight, and all other debit and credit items existing between the agent and the company, except salary account and other office expenses, reserved for entry in the *monthly statement*. It shows the cash balance due from him, and this he is expected to remit to the treasurer at the same time that the account is rendered to the auditor.

The Monthly Statement of the local agent is like the weekly, with only this difference, that it includes, to his credit, the salary account, the stabling and wagon and harness repairs, all approved disbursements for incidental office expenses, and amount paid in settlement of claims for damaged freight.

If the footings show that a balance is due to the company, he must promptly remit the amount to the treasurer. If a balance is due himself, he may draw on the treasurer for the indebtedness.

AUDITORS' DEPARTMENTS.

The Auditing or General Accounting Department bears about the same relation to all of the numerous local agencies of the company that the clearing houses in the great cities do to the regular banks. It is familiar with the details and condition of every agent's accounts. His daily report and way-bills are compared with those of all other offices from which he has received, or to which he has shipped or forwarded freight, &c.; and every statement is rigidly examined.

The chief of the department has all these evidences of debit and credit constantly before him, and he and his assistants compare, add up, deduct, sift, and analyze, with the regularity of clock-work.

The inevitable mistakes of agents, or their clerks, or any other makers of way-bills and accounts, cannot escape the clear heads and sharp eyes of the auditors. If the agent have credited himself with too much or too little, he is immediately notified of the fact, and adjusts it in his next statement.

Upon receipt of the bundle of way-bills accompanying every Statement, the clerks in the way-bill and statement auditing department, check and compare the bills with the sheets upon which the agent has entered their footings, date, and number, and check off the items of total advance, collect, and prepaid charges so rendered. If properly settled, the way-bills are then compared with the abstracts of the offices issuing them.

If found incorrect, either in footings, deductions, extensions, tariff-rates, or otherwise, their adjustment is completed by means of what is called error letters, calling upon the agent to draw, if amount of error is in his favor, or to charge himself with in his next statement, if against him. If any way-bills are missing, *tracers* are sent out to recover them.

Charles P. Diefendorf, the general auditor of the Adams Express Company, is also local property superintendent. His office is at 59 Broadway, New York. He has been connected with the company from boyhood. The auditing office of the National is at 65 Broadway.

The general accounting offices of the American Express Company are in Buffalo.

This department is under the immediate supervision of James Moore, who is himself a busy examiner of details. His head assistant is T. A. Ritson.

James Moore has been in the service of this company for about twelve years, and has no superior as an auditor. The full scope of his important duties includes the footings of the entire business of the Express on all its routes, and, also, the auditing of every agent's personal liabilities to the company. It is a huge work, but he has a numerous corps of clerks, and admirable system.

SUPERINTENDENTS.

The **DIVISION SUPERINTENDENT** usually has the supervision of a large area of Express operations, but rarely exceeding one or two States. Commonly the route agents in his territory, with all of their responsible and arduous duties, are under his direction. He is expected to go over routes himself, to see that all employees are doing their duty. If any abuses exist, which the route agents fail to correct, it becomes his duty to remove them. Usually, he is empowered to settle losses and to approve settlements of claims for damaged goods. It is an important position, and no sinecure.

THE ASSISTANT GENERAL SUPERINTENDENT has the charge of a grand division, portions of which are supervised by superintendents, acting under his orders, and amenable to him for any irregularities. It is next in rank to the chief or **GENERAL SUPERINTENDENT**, who stands in the same relation to him that the general of all the national armies bears to the commanders of divisions. Indeed, there is a certain resemblance between Express and military organization.

HINTS TO PERSONS DOING BUSINESS WITH EXPRESSMEN.

1. Before you visit an Express office with a package or collection, ascertain, if possible, if you are visiting the right office. "Uncle Samuel's" territory is *very* extensive; Expresses are numerous, and they naturally and of necessity run in different directions. Please bear this in mind.

2. Do not infer, because an Express clerk patiently listens to a long-winded complaint or a tedious series of interrogations, that his time is of little value. Remember that the railroad train or the steamboat never waits for delayed way-bills or belated passengers.

3. Never vent your indignation upon the expressman because he fails to collect a demand, and charges you a reasonable fee for his trouble, especially when such collection has defied all your previous efforts to effect a settlement, and is only given to the expressman as a *dernier resort*.

4. In sending a bill C. O. D., always send the goods with the bill, otherwise the cabalistic letters C. O. D. on a package, are more ornamental than useful. Never send fresh fish, lobsters, or ice cream C. O. D., unless you are prepared to receive and pay charges on the unpleasant remains in case they are returned for non-payment of bill.

5. Don't pack a demijohn in a trunk of *dry* goods samples, and call on the expressman to *liquidate* the bill for damages in case of breakage. This hint is especially intended for "commercial travellers."

6. Be careful in directing packages; a package for Springfield, Mass., directed Springfield, ill, involves a pretty big bill of Express charges.

7. Keep an "Express List" always posted in your counting and delivery rooms.—*Tucker's Waifs from the Way-Bills of an old Expressman.*

PART V.

EXPRESS MISCELLANY.

Our melange of miscellaneous reading, succeeding this chapter, is only partially original. We are indebted to personal friends for many excerpts, and especially are acknowledgments due to "OUR EXPRESSMEN;" also, to the worthy editors and correspondents of "THE EXPRESSMEN'S MONTHLY," and to Mills, O'Brien, C. Woodward, and others.

MORAL PRINCIPLE.

Alvin Adams' sentiments in regard to personal purity were very emphatic as well as honest. Discovering, while he was yet comparatively a young man, that a partner of his (long since deceased) was flagrantly immoral, he wrote him a letter saying that he would not be associated with a person who was unmindful of the decencies of life. This led to a rupture, and dissolution of the firm.

Profanity and ribaldry were very obnoxious to him, and he would not have an employee in his office (Boston) who was in the habit of indulging in either. He seemed to think that a fellow who would swear, or tell smutty stories, or sing indecent songs, must have a mud-puddle in his head, through which all his ideas had to pass before they were uttered.

It was the secret of the once famous Woodward's strong hold upon Alvin Adams' respect and affection, that the bulky driver, big as he was, had a mild, pleasant voice and manner, and never was known to utter a foul word.

Woodward was, indeed, that rare combination—only an illiterate driver, and yet gentlemanly, and incapable of an unworthy act.

RECOLLECTIONS OF THE BUSINESS WEST.

When George H. Price, of Louisville, Ky., disposed of the magazine, "OUR EXPRESSMEN," to J. Henderson, that gentleman (since deceased) found a wheel-horse for his little team in that experienced expressman and right worthy citizen, Charles Woodward. The magazine was published, as its still more able successor, "The Expressmen's Monthly," now is, in Cincinnati.

"C. W." was in the Adams Express office, in that western metropolis, fairly settled down to desk work, after many years of more active life, in all capacities, from messenger to superintendent, and, to favor the new editor and publisher, would, every now and then, jot down on paper some amusing or interesting incident in his chequered life. It would be a treat to my readers if I had transferred many of them into this my last record of Express experiences, but limited space denies us this enjoyment.

In the summer of 1874, we find him saying, that twenty-four years had passed since he commenced the Express business. (So, in 1850 he was a neophyte like myself.) At that time, the St. Louis merchant, who, twenty-four years later, grumbled if his goods did not come through to him from New York in *forty* hours, was satisfied (the west being very short of railroads) when the transit was accomplished in *nine days*. The passage from New York to Philadelphia was by rail and steamer; from Philadelphia to Pittsburg by rail and canal; thence by the Ohio to Cincinnati, Louisville, and Cairo; and by the Mississippi river from "*The Mouth*" (Cairo) to St. Louis. Of course, "the stage of water" (depth of water in the rivers), and if the Ohio was so low as to float only a "chicken thief," the New York goods, instead of getting through in nine or ten days, might be indefinitely delayed at Pittsburg or Wheeling.

In 1850 or 1852, E. S. Sandford, R. P. McCullogh, and Harry Gorman were in the Philadelphia office; S. M. Shoemaker and W. H. Trego in the Baltimore; E. S. Smith in the Washington; Henry B. Plant in the New Haven; Charles Haskell, Wm. Melcher and "Joe Stone" were Boston brethren; N. Pigman was in Wheeling; George Mowton (not yet gone to Aus-

tralia) was in Cincinnati; J. A. Jones, in Louisville, Ky.; John Walker in St. Louis; J. H. Rhodes in Brownsville, Pa.; and C. Woodward in Indianapolis—then a town with 4,000 inhabitants, and not a rod of railroad to the west of it.

As has been said, in the editions of 1858-9 and 1860, Alfred Gaither was the first superintendent of the Adams Express Company in the west. In 1854, he became the manager of its operations, with its headquarters at Cincinnati. Laboring under a physical infirmity, it did not interfere with his usefulness, but rendered his extraordinary success in a position demanding so much activity and physical endurance the more remarkable. C. W. says, that "to Mr. Gaither, more than to any other man, is the business indebted for its wonderful growth west of the Allegheny mountains."

And this reminds me of what the present president of the "Adams" said to me in 1858, when declining some tribute of respect for his own share in building up the Express service in New York and the east: "You give us too much praise, Mr. Stimson. The fact is, that it is not we who have made the Express business; it has been made by circumstances. When the old mail-stage lines had to step out before the incoming railroads, and the drivers were consequently compelled to abandon the routes which they had so long accommodated by their parcel and errand work, it created a public want, and Harnden, Adams, Wells, and the rest, who were in at the outset of this business, came forward to do the work. It has grown upon our hands, certainly, but we are not entitled to any credit for it."

This way of putting it did not do full justice either to the speaker, or to his Express brethren; but there was a good deal of truth in it, notwithstanding. So, too, in the west; Mr. G. would deny that he had any claim to praise for the large patronage almost immediately afforded to the Express when he assumed its supervision, a quarter of a century ago.

I very well remember Cincinnati in 1839, having lived there two months (being forbidden, first by a malarial fever, and then by the low stage of the Ohio, to go any further until fall), when it was sanguinely expected that the river, then *crossable* to Covington on foot, dry shod, would rise. It was a wide-awake,

bustling city when the Ohio was not literally down in "The Mouth," and a far more attractive place than many business nuisances, and much soft coal smoke, have since made it. There were numerous good mercantile houses, and several newspapers (to which I added a little evening daily of my own "*pour passer le temps*.") I remember the *Daily Gazette*, edited with much judgment and ability by Mr. Hammond, assisted by Jno. C. Vaughan. And Cincinnati was just as ripe and ready for an Express then, as she was in 1854, fifteen years later; *only* (a very important little word, that *only*, just here!) she was utterly without railroads, and perhaps without the expectation of ever riding her people on a rail, as they had just begun to do in Massachusetts.

In 1850, the American Express "route" from Buffalo to Chicago was by the lake steamers, and *via* the Illinois river boats to the Mississippi, and so on to St. Louis, Mo.; and it had no important competitors for several years, except the "Adams." Nor had either any reason to boast of the profits of their commerce with the *two* rival "Queens of the West." Stimson & Co. were running their New Orleans and Mobile line, *via* coastwise sailing vessels and steamships, and Gulf and river steamers from New Orleans to Mobile, and up the Mississippi to Vicksburg, Memphis, and Natchez; in the absence of railroads.

On the completion of the Terre Haute Railroad, a new route was opened to St. Louis for money and light packages, *via* by rail from Madison, Ind., *via* Indianapolis to Terre Haute, and thence by stage to St. Louis, reducing the time of transit from New York to six days, which was considered wonderful.

Much of the early "expressing" in the west and southwest was done by stage; the driver taking the money and valuable packages, without receipt, and carrying them in his hat, or ample pockets. The fees he got for these jobs were his perquisites, as had been the case in New England for many years before Harnden, Adams, Burke, Kinsley, Leonard, Cheney, and Wells had come in with their Yankee inventions of messengers, Express receipts, way-bills, wax-sealed money envelopes, and the mystical letters, C. O. D.

Those old stage-parcel days spoilt many a good head of hair.

Did not Ben. Cheney get bald by carrying letters and bundles in his hat? Ask him. But all honor to the stagemen of whom he was one (and many of them part owners, like John Butterfield, in York State), for they were a jolly good class of public servants; intelligent, accommodating, and faithful to the unlimited trust placed in them—a trust they never violated. During twenty years of my youth I was familiar with this class, once so famous and respected in New England, and I agree with "C. W." in his assertion that he never knew any of them to be dishonest. The hardest thing that I ever heard was, that two or three of them were remarkably given to quenching the thirst of their horses at the wayside taverns; meanwhile exchanging the time o'day with the landlord at the bar. And this reminds me, that Daniel Webster once *satisfied himself* upon this point by following the driver into every inn that he stopped at. Of course, such distinguished evidence settled the question in the mind of every intelligent juror.

In later times, these drivers became proprietors of the little million of local expresses in Boston.

A REMARKABLE CONSPIRACY.

We have obtained, says the *Expressmen's Monthly*, the following particulars of a very interesting case, in which one of our principal Express companies was sought to be made the victim of a well-laid scheme to swindle it out of a considerable sum of money, and which, for a while, looked as if it might prove successful.

The whole story would take up too much of our space, so we have been compelled to give a mere outline of the case, giving facts only, and not drawing on the imagination for any single statement.

The full details of the case would alone fill a good sized volume.

In 1863 or 1864, a then well-known and prominent druggist of Cincinnati died, leaving a moderate estate, which was divided in about equal parts, between the heirs on one side, and the several attorneys who were engaged in the case, from time to time, on the other.

It is not our intention to give the history of the interminable litigation that took place before the estate was finally closed up, and the distribution made, but there are some facts connected with the partition suit that are necessary to be told, to show the "true inwardness" of the case, as they have a bearing on the deep laid scheme to swindle one of our prominent Express companies out of a little matter of \$3,000 or \$4,000. Upon the death of the druggist, a sister of the deceased called upon a prominent law firm on Third street, with friends, and asked that steps be taken in the Probate Court to cause letters of administration to be issued in her name—she claimed to be an unmarried woman. The letters of administration were about to be issued, when the attorneys of the other heirs entered their protest, on the ground that this woman, whom we will call Ann Lane, was not single, but a married woman, and therefore incompetent to act as an administratrix. It was claimed, on the part of the other heirs, that Ann Lane was married in New York, by a Catholic priest, in his private residence, to a man named Peter Craney.

The marriage record in New York was looked up, and depositions taken, showing that the parties married by the priest were named Ann Laney and Peter Cranis, and a deposition was furnished by Ann Lane to the effect that she left New York on the morning of the day on which the marriage was said to have taken place. She stoutly denied the marriage, but was careful not to swear to it, striving, in every way, to make good her assertion without committing perjury. This seemed satisfactory to her attorney, and he insisted on the letters of administration being issued to his client, when more delay was asked by the opposing attorneys and granted, and they then succeeded in obtaining proof that during the absence of the Catholic priest, one day, Ann Lane had called on the priest's assistant, and had prevailed on him to change the record, stating that a mistake had occurred in filling up the certificate of marriage, which she had only recently discovered, and that the names should be Ann Laney and Peter Cranis, and wished to have the correction made at once. The assistant priest suggested that she wait until the return of the priest who had married them, and he would undoubtedly make the

correction, but to this she replied that she was to leave the city that day for her home in the west, and could not wait over. She called attention to the similarity of the names, in proof that it was only a clerical error, that might easily be made by not hearing the names correctly pronounced, and finally prevailed on him to change the names in the record as she desired. With the new certificate in her pocket—which of course was of no use to her, but with the record changed to suit her purpose—she returned to Cincinnati, and attempted to satisfy her attorney that the parties married in New York by the Catholic priest were others than herself and Peter Craney. The proof seemed conclusive, but was not satisfactory to the opposing attorneys, who pushed the matter further, and obtained the facts as detailed above; and they further succeeded, when the attention of the priest who performed the ceremony was called to it, to have the record changed back to what it originally was. The parties were then living in New York, and every effort was made to get them before the priest for identification, but without avail.

The result was, that letters of administration were issued to a gentleman in this city, who administered the estate, and it was closed up in 1866, and the distribution made.

After paying attorneys' fees and other expenses, a sum between \$2,000 and \$3,000 was left for Ann Lane, and she, residing then in New York city, directed her attorney to send this amount to her by Express, care of Walker & Co., room —, at No. — Broadway, New York city.

Her attorney accordingly made out a statement in detail of the receipts and disbursements in the matter of the settlement of the estate, and with the vouchers, and between \$2,000 and \$3,000 in currency, made up a package which he carried to the Express office, marked according to the directions which he had received, and took the Express company's receipt for the same. This was in the month of August, 1866. The Express company carried the package to New York, and delivered it as it was directed. Some short time afterward, the attorney received a letter from Ann Lane, acknowledging the receipt of this package containing the money and vouchers, and complaining that she had not received what she thought she was

entitled to as her share of the estate. The attorney replied, and some considerable correspondence took place, when she finally wrote asking to have the original Express receipt sent her. This of course the attorney declined to comply with, but he obtained a duplicate receipt from the company and forwarded that. Nothing more was heard of the matter for several years, or until two or three years ago, when Ann Lane made a demand on the Express company in New York for this package, claiming that she had never received it. The company at once proceeded to look it up. They found Walker & Co.'s receipt on the delivery book for the package. That it was marked Ann Lane, care of Walker & Co., such a number of room, building, and street, but they also found, upon further investigation, that the messenger who delivered the package was dead, and that the firm of Walker & Co. were nowhere to be found, not even in the city directory of 1866, or any other year.

All that the Express company had to show was the delivery book, with the signature of Walker & Co., which corresponded with the direction in the duplicate receipt. Ann Lane denied the receipt of the money, and denied the signature of Walker & Co., and brought suit in a court in New York city for the amount the receipt called for, with interest. Every exertion was made by the Express company to find Walker & Co., or of parties who had known the firm, and could identify the signature, but without success.

The plaintiff in this suit caused the deposition of her former attorney in this city to be taken, as to his sending her such a package, on such a day, and other points in her favor; but the commissioner, who took the deposition, by accident or under instructions, failed to ask if there were any other material facts which he had not stated, and thus the attorney was prevented from stating that he had in his possession letters from Ann Lane, acknowledging the receipt of the money, which statement, if made, would have been fatal to the plaintiff's case. The company in this city was advised of the taking of the deposition, and learning that this important information was not brought out, at once advised their attorney in New York, and when the case came on for trial the Court threw out the deposition, and ordered a new one to be taken

before another commissioner. This second deposition was taken in this city, and all the important and material facts were brought out, and it was sent forward to New York. When the case came on for trial the second or third time, the deposition was read, and the plaintiff's attorney therefore called Ann Lane to the stand, who squarely and flatly contradicted every statement that was not in her interest, even to denying having written the letter of acknowledgment. The hearing of the case was again postponed to one day in September, and the attorney, who had sent the package, and whose deposition had been contradicted, determined to go on to New York and take with him all the letters and papers bearing on the matter, with the view of corroborating and substantiating the statement he had made. On the day set for the third hearing of the case, the attorney from this city appeared on the ground, much to the disgust and surprise of the plaintiff's attorneys; but they managed to rule out most of his testimony of the more important facts, on the ground that he had formerly been the attorney of their client, and had no right to divulge the substance of letters written by her to him on this business. The further hearing of the case was again adjourned, and the Express company determined that no stone should be left unturned to secure the necessary proof establishing the fact of the proper delivery of the package.

Shrewd and competent detectives were at once put to work to find Walker & Co. They visited the building where Walker & Co. were supposed to have been located, and the room they had occupied, but only to find an old gentleman, who had been a tenant four or five years, and knew nothing of any previous occupants of the room. The janitor of the building was looked up, but he was a new comer, and the building even had changed ownership since 1866, and no clue it seemed could then be found.

The detectives, however, again visited the building, and obtained permission to search the garret, in which was stored an old box, containing papers of apparently no value, and not enough to make it any object to gather up for waste paper.

Among these papers they found one signed Walker & Co., dated August, 1866, and directed to the agent having

charge of the renting of the rooms, complaining of the conduct of the janitor, in following and closely watching a lady who occasionally came to their room in the evening on business.

On the back of this letter was an endorsement by the agent to the janitor, asking for an explanation to his conduct, etc. Here was the clue they were looking for, and they were allowed to carry the letter off with them. Several days were spent in looking for this janitor, and when found, he was asked whether he remembered a firm named Walker & Co. occupying a room in the building on Broadway, of which he was janitor in 1866. He said he did, and very well, for the reason that they had complained to his employer of his conduct, in watching a woman who frequently went to their room in the evening. He was asked if he could identify any of the parties, and he said he could, that he had seen one of the men, Walker, on the streets of New York frequently. The woman he had watched he described minutely, and his description of her tallied exactly with that of Ann Lane.

The description of one of the men answered for that of Peter Crania, but they could not identify Walker, although he also was fully described.

The officers now proceeded to a private detective agency to make further search for Walker, when they were rewarded by finding that Walker had been in their employ years ago, and on account of his shrewdness and quickness, had been intrusted several times with important jobs to work up. He was very intelligent, a good penman, and had frequently conducted correspondence for them, in some cases under his own name of Walker. Some of this correspondence was produced, and found to be a fac-simile of the writing in the letter which they had found in the garret. The officers were now down to fine work, and a trap had to be laid to catch Walker and his partner, who was now known to be no one else but Peter Crania, the husband of Ann Lane. A party who was acquainted with Walker, and who would not be suspected of being on his track, was found, and to him was intrusted the task of finding Walker, and ascertaining the whereabouts of Peter Crania.

This party happened to meet Walker on the street in New York lately, and as he passed him, he casually inquired if he had seen Crania lately. The reply came, "Yes, but not very lately." He was asked if he knew where he was, and replied that he did not. The detective then told him, "if you see him, tell him I have a letter from home (Ireland), which will be of interest to him," and then asked him to tell Crania to write him, but the wily Walker replied, "He need not write you; give me the letter, and I will see that he gets it." The detective replied, "All right," and passed on.

Several weeks were consumed in finding this man, but he was ultimately found, and sufficient evidence was obtained by the Express company to prove that the money was delivered to Walker & Co., as addressed, and that it was paid over by him to Ann Lane and her husband, Peter Craney, and the suit was decided in favor of the Express company a few weeks since.

THE NATHAN MANSION AN EXPRESS OFFICE.

This building, on 23d street, New York, leased by the Adams several years ago, for the convenience of their up-town customers, was formerly the fine mansion house of the Nathan family, and on the spot where I now sit there occurred, on the 28th day of July, 1870, that terrible tragedy, the murder of the aged Hebrew, the head of that wealthy and respectable, but unfortunate household, Benjamin Nathan. The room is one of a suite comprising the entire second floor, now used for the offices of President Plant of the Southern Express Co.

When the New York morning journals announced, in double-leaded columns, the atrocious crime, with all the details that their keen reporters could obtain, and many of which were mere surmises after all; for *who* committed the bloody deed, and *how*, were facts as yet unknown (and never perhaps to be revealed), the whole reading community was aflame with excitement. And, doubtless, it was the more intense, and

lasted longer, because of the impenetrable mystery which shielded the perpetrator.

That the venerable man should have been slain in his house—his family residence—with the open windows of the Fifth Avenue Hotel opposite, so near that its windows must have been accessible to his outcry (if he made any), or even to his dying groans, was passing strange: it was horrible.

The thrill of it was felt from the Atlantic to the Pacific coast, as if the wire which bore the shocking intelligence touched every humane heart. It was a period rife with murders; but none since the mysterious assassination of Dr. Geo. Parkman, in Boston, in 1849, had excited such keen, lasting and general interest, as the killing of the old gentleman, Benjamin Nathan.

The mystery of Geo. Parkman's "taking-off" was solved within a few months, and in a manner, the details of which were as blood-curdling as the fact of the murder itself. That terrible crime was traced (as most of my readers well know), to a gentleman of high standing in the scientific and social circles, the peer of the proudest *parvenu* in the modern Athens. I knew him, and at his trial sat within a few feet of him during all of the twelve days which it took to put together, to the satisfaction of an intelligent jury, all the links in that wonderful chain of evidence by which Professor John W. Webster was proved to have been the murderer—nay, the butcher—of his friend, Dr. Parkman.

With the destructiveness of a tiger, Prof. Webster (as was shown), had the craftiness of the fox. He had cut up the body of his victim, and, to prevent the identification of the person, had burned the head in the furnace of his laboratory, where the killing had occurred. And he would have succeeded perfectly in his purpose of forever concealing the real author of Parkman's sudden disappearance, from all human knowledge save his own, but God, the Maker of both, interposed almost miraculously (for His miracles are usually accomplished by natural means), to foil the wretch's cunning in this, as in some other things.

Some, who read this, may not know what the crowning mis-

plot was, and it will bear mentioning. Dr. Parkman wore a set, or a portion of a full set, of false teeth attached to a gold plate—the work of a dentist of high standing, Dr. N. C. Keep.

Professor Webster's laboratory fire consumed the face and skull of Dr. Parkman, but the gold plate, holding the indestructible teeth, fell unhurt (unseen and unthought of by the murderer, as he wielded his bellows to make the flame more effectually do its work), into the ashes below, where penetrating eyes and fingers subsequently found it—a fatal witness against the assassin, for it had such indications of its manufacture upon it, that when it was shown to Keep for the first time, and without a suspicion of why the thing was submitted to him for examination, the sensitive gentleman turned pale, and sinking into a chair, gasped out, "The teeth I made for Doctor George Parkman!" Then, covering his face with his hands, shed tears, and was entirely unmanned (as a witness testified) by his emotion. That was the all-important first link in the chain of evidence, which, little by little, was worked up against the slayer; and only the fullest proof would satisfy the people (and the jury which represented them), that a gentleman of such high breeding and scientific attainments as Professor Webster, of Cambridge University, was the murderer of Parkman. All honor to the impartial administration of justice in Massachusetts, the *savant* and assassin was found guilty, and, in due course, suffered the extreme penalty of the law, a confessed murderer.

The victim had been a man of sharp, biting speech, and very sarcastic tone and taunting grimace, when offended, and these he had used to his own destruction, at last, upon Professor Webster, because he had tried to defraud him out of a just debt. The debtor was irascible and passionate, and stung to madness (or wishing to cancel all evidence of his indebtedness), gave his creditor the mortal blow. It occurred in Webster's room in the medical school in Boston, and there were no mortal witnesses to the deed.

No such tremendous sensation as this had occurred anywhere in America, perhaps (certainly not in New England) since the celebrated murder case in Salem, Mass., in which, through the wisdom, and the eloquent logic of Daniel Webster (no re-

lation, by the way, to the professor), three or four high-bred kinsmen of a wealthy old gentleman, named White, were found guilty of a deliberately-formed and brutally-executed plan to kill him, in order to come the quicker into possession of wealth which he had intended to leave to them at his decease.

That was a case of which the murder of Benjamin Nathan; in this house, might well remind any in our own time familiar with the great capital trials in the United States, from forty to fifty years ago; and with that tragedy in mind, it is not to be wondered at, that some of the less charitable should breathe a suspicion against a kinsman of the wealthy victim, a member of the family; nor that that suspicion should subsequently assume a shape, and become a theory, to the prejudice of the individual—a prejudice which his subsequent career has strengthened, though (let us hope) without the least reasonable foundation.

The circumstances were briefly these: In the old man's sleeping room there stood his iron safe. (I stand upon the spot as I write.) At breakfast time on the morning after his murder, according to my informant, the bleeding body of Benjamin Nathan was found lying on the floor, near the safe, the door of which was open (or unlocked). He was quite dead. The safe had been robbed of bonds and valuable papers. The killing must have occurred after 11 P. M., if the testimony of the two sons of the deceased was true, as it is believed it was. One, upon coming in for the night, rather late, knew that his father had retired to rest, and he went to bed without speaking to him. The other son came in about eleven, and as his father's bedroom door was open, said good-night to him, and went to bed in his own room.

The aged wife and mother was absent from the city, as usual during the heated term, and her husband was home only for a single night to look after the house a little.

An ugly looking iron, called "a dog," was the only evidence as to the weapon used in the murder; but there were some indications that the old man had struggled with his assailant, either in self-defense, or to recover the valuables from the grasp of the robber.

Suspicion was fastened upon a son of the housekeeper, but

there was not any evidence sufficient to warrant his detention, and he was discharged from custody. Every possible means was used to discover the guilty person and his confederates, if any he had, but without any success whatever; though ever and anon, even for years afterwards, it would be reported in the papers that some clue or other had been found.

The bloody problem remained unsolved, and the mystery as great a mystery as ever; and so, too, after this lapse of ten years and over it remains a thing unsettled, as far as any proof goes, who killed old Mr. Nathan.

In the meantime, until five years ago, for good cause, as well as for superstitious reasons, the handsome but abhorred mansion (having been vacated by the Nathan family) could find no tenant—and a few fools said it was haunted. Then, the Broadway dry-goods trade having extended to Twenty-third street, the sensible owners of the Nathan house sent an architect and his masons to transform it into a mercantile building. The front was taken down, and other requisite changes were made, especially on the lower floor; but the ceiling over my head, the floor under my feet, and yon elaborately sculptured white marble fireplace and mantel-piece are the same, or just about the same, as they were in the lifetime of the poor man whose blood still cries for the punishment of his brutal slayer.

CHARACTERISTIC.

In 1860, the president of the American Express Company had a little placard struck off and posted in many offices, for the moral guidance of every young man employed there. It is characteristic of himself, no less than of Stephen Allen.

NEW YORK, March, 1860.

Let me commend to you, as an employee of the American Express Company, the following maxims, as a safe guide through life. They were the pocket-piece of the Hon. Stephen Allen.

HENRY WELLS.

Keep good company or none. Never be idle.

If your hands cannot be usefully employed, attend to the cultivation of your mind.

Always speak the truth. Make few promises.
 Ever live (misfortunes excepted) within your income.
 When you retire to bed, think over what you have been doing during the day.
 Make no haste to be rich, if you would prosper.
 Small and steady gains give competency with tranquility of mind.
 Never play at any game of chance.
 Avoid temptation, through fear you may not withstand it.
 Earn money before you spend it.
 Never run into debt unless you see a way to get out again.
 Never borrow, if you can possibly avoid it.
 Do not marry until you are able to support a wife.
 Never speak evil of any one.
 Be just before you are generous.
 Keep yourself innocent if you would be happy.
 Save when you are young, to spend when you are old.
 Read over the above maxims at least once a week.

So said the good men, Wells and Allen, and they have gone to their reward. But is it true, that, when bad men rule; when scoundrels in high places are committing high misdemeanors; when crime stalks abroad on all sides, and the criminals are shielded from human punishment we should speak well of them, or suffer mean *policy* to hold our tongues or pens and seal our lips? No, but we should not be censorious about trifles, for we all have our faults.

Fred. S. Church, now an artist by profession, was for some years an Express clerk, with his uncle, in Chicago. He was then very clever at caricatures and droll illustrations of the funny features of fowl and frog life. He became a capital painter in water colors, especially of game pieces. I have one of these, a gift from him ten years ago, and I prize it very highly.

A long time ago, he made a very amusing, yet useful, picture of fowls *in transitu* by Express, the point of which was an earnest appeal to shippers and carriers to be merciful and considerate in the treatment of live stock *en route*.

And now comes a poet, "Dody W.," with an inscription upon a hen-coop containing some fancy poultry. In compliment to the hens, let us call it—

A L A Y.

Ho ! expressmen, one and all.
 Big and little, short and tall !
 Put us through with right good speed,
 Keep us dry and give us feed,
 And, as for that other matter,
 Don't forget to give us water !
 Do this thing right nice and clever,
 And we'll not forget you, never !
 We'll cackle thanks and crow your praise,
 Chant your fame in all our lays,
 To the latest of our days.
 We'll cluck it to our little chicks,
 All your clever, honest tricks ;
 We'll teach them this wise thing to do,
 To give their patronage to you ;
 So we will close without more words,
 Most truly yours—Six Brahma Birds.

Some clever *penster* in the Boston office of the Eastern Express Company (perhaps the genial Tucker), furnished the following to a Maine journal :

A NOVEL DIRECTION.

A box containing a small terrier was left at the office this morning with the following direction attached to it :

I am now on my way to Bangor ;
 My passage is paid in advance ;
 That I shall be fed on the way
 There isn't the ghost of a chance.

I have left a warm corner at home
 For a place where the zero is *naught* ;
 Not a sign that relief is at hand,
 From the cold which already I've caught.

Then quickly, expressman, I pray,
 Deliver me quick, as addressed ;
 The contents of box then will be,
 Like my cordial thanks, well expressed.

INFANTINE FREIGHT.

And now comes Well Fargo & Co.'s turn to prove how careful they are of little chicks.

Wells, Fargo & Co.'s Express brought from Portland, Oregon, and transferred to the agent at Kalma, Washington Territory, two babies, regularly tagged around the neck and way-billed according to the strict formula of Express forwarding. One was apparently about three years old, and the other twelve or fifteen months. When turned over to Mr. Pearce (messenger on the railroad train), he promptly took them to the Kanzano, where sympathetic and motherly attention soon placed the babies in "good order and well conditioned" for forwarding the next morning. The mother died a few months ago, up the valley, and their father placed them in the care of the "Sisters" at Vancouver till he should settle his affairs and arrange a new location. He is now employed at Shattle, and desiring to get his babies there, he arranged to have them brought to him by Wells, Fargo & Co.'s Express, as he could not leave his business to go for them. The babies reached their destination in good condition.

D. H.

A good story is told by Ben. L., Express agent at —, when he first took that office. It appears that some lady friend had been making him a pair of slippers, and wrote him that they were nearly done, and wanted him to inform her how she should mark them. He replied, "mark them D. H., and send to R——" Judge of his surprise at paying fifty cents on a package a short time after, which being opened, was found to contain a beautiful pair of slippers, each marked in fine needlework "D. H."

A DISSIPATED YOUNG DOG.

It is related by a western editor, that, some years ago, a dog was transferred by Express at Kansas City, to a messenger of

Wells, Fargo & Co., *en route* for Denver, Col. It had come from Michigan, and the owner, being anxious that the animal should fare well, had sent \$5.00 with him to pay for his "grub" on the lengthy trip. The first messenger very honestly took 25 cents and gave doggy a square meal. A well-known messenger running out of Chicago next got hold of it, and all that is known since of the \$4.75, is the following notation on the way-bill: "The dog got drunk in Chicago and spent all his money."

How satisfactory that explanation was to the Denver messenger is not on record.

"BLACK JOKE."

An Iowa agent relates, that, years ago, when Express business was in its infancy in Iowa, stage routes the rule, and railroad routes the exception—messenger T. N. K. was running on the stage route from the end of the track west of Cedar Falls. Frank D. was local Express and stage agent, and a particular lover of good jokes.

One dark and dreary night, about those early days aforesaid, the stage stopped at the Express office to take the messenger and "run" on board. Frank had seated all his passengers before leaving the hotel. After the messenger had stowed away his freight in the fore and aft "boots," and was about to take his accustomed place with the driver, Frank told T. N. K. that he had reserved a back seat for him with a lady, and desired that he should extend to her any needed attentions—in fact, put her in K.'s charge. K., who had always been noted for a lady's man, signified his willingness to do so, and remarked, that as the night was cold, he would share his buffalo robe with her. He did tuck the lady in nicely with the robe, just before leaving the Express office, and then took the "reserved seat." Judge of his feelings the next morning, at early dawn, when he made the discovery that he had acted the protector to a woman *black as the ace of spades*! However, she was clean and honest, and a good hotel cook, and K. was comforted. It is always a good thing to be "on the right side of the cook."

DO YOU CHEW?

An Illinois agent thinks he ought to have a patent for an idea of his own, in the interest of tobacco chewers and the ladies ("God bless 'em!")

It is to have suspended from the neck of every quid masticator, a neat little receptacle for his own expectorations. Something tasteful in shape and material, and that would hold say a pint of tobacco spittle. It would save many carpets and floors from being soiled, and the saved juice might be utilized by boiling it down to a solid, to chew over again; or, in its crude state, serve to saturate cabbage leaves for mild cigar makers.

SERVES THEM RIGHT.

If there is anything in the world that a true expressman despises more than another, it is the abstraction of any portion of the contents of a package entrusted to his charge, or to the care of his company.

Some 20 or more years ago, J. K., then in charge of a department of the Adams Express, 59 Broadway, New York, came to the conclusion that there was a rat in the basement freight-receiving room, and that this rat walked on two legs, and drew his pay with exemplary regularity, and yet he could not identify the thief. One thing was certain, the rascal was expert at tapping small shipments of wines and liquors.

A summary method of detection and punishment would have been to poison the liquids; but J. K., being too benign for that, preferred only to medicate a package, and let the wretch drink of it to his heart's content.

So, communicating his purpose to a friendly druggist, a demijohn of cheap sweet wine, or some other liquor, was greatly improved (in the opinion of a tetotaler), by the addition of half a pint of *ipecac*, of the most efficient up-heaving quality. If it was not, itself, "full-proof," it certainly did, in its compounded state, elicit full proof as to who in the freight-room filched from the shipments, as my story will illustrate.

Duly put in shape, and marked to some address in the country (to which it could not by any possibility be taken), the detective demijohn was quietly placed by an unseen hand in a place in the basement where some one or more of the dozen men employed there would be sure to see it.

Sure enough, in the course of an hour or two, word was brought to the author of this novel method of punishment, that a fearful epidemic had suddenly invaded the freight-room, and two of the four or five victims were so exhausted by vomiting, that they had been put into an Express wagon at their own piteous solicitation, and conveyed to their respective homes.

And what should be done for the relief of the others? Was it from defective sewerage? Could it be the black vomit? Possibly.

Certainly a black was heaving fearfully. That is to say, "Old Joe," the colored porter—a cunning *Afri-coon*, who tended the heater in the basement, between drinks, and occasionally "lent a hand," but never supposed to know any arithmetic, had been very assiduously *casting up his accounts* for an hour or more in the furnace-room.

J. K. descended into the basement, half amazed, and perhaps somewhat alarmed, at the consequences of his scheme to "Stop Thief," and looked around for Joe. Sure enough, there lay the disgusted descendant of Africanus, rolling over and over in the big mound of cinders near his steam-heater, and giving vent to grievous grunts and groans, and the most ludicrous expressions imaginable.

As soon as his cinder-filled ears could be made accessible to the friendly voice of his punisher, he was asked what was the matter with him. He replied, in effect, that he was "*pizened*," and that there was not half an hour of life left in him. Then he rolled up the whites of his eyes, and heaved—a sigh.

Upon being accused of stealing from the contents of the medicated demijohn, he made a full *ante-mortem* confession; saying that after drinking freely himself ("oh, ooh!") he had treated some of the boys with it, thinking it would be good for them.

He was resuming his despairing cries, and rotary pressure

of the ash-heaps, when he was suddenly restored to something like his accustomed cheerfulness, by the explanation of "the boss," that the liquid had not been poisoned, but innocuously drugged in order to detect and punish him. Then there was a great laugh, in which the much-relieved Joe made a feeble effort to join.

Suffice it to say all the invalids recovered, but never so entirely as to want a drink from any package in Express charge again.

COLLAR THAT DOG !

Our good friends, "the boys" in the Adams office, Hartford, Ct., must have been as proud of their dog as Barker was of his cat. "W. B." says the sagacious creature had a remarkable characteristic—he was an expert at stopping runaways. In one season he stopped 55 runaway teams; and the writer (whose veracity it would be dogmatic to doubt), adds that the city authorities are going to give the invaluable canine a gold collar.

BEES BY EXPRESS.

The unfortunate messenger, who, in a train collision, was shut up in a car with some freight which was much damaged by the shock, would not have cared so much about it if one of the boxes smashed had not been a hive of bees. The insects, it appears, put all the blame on him, and made him smart for it. He said he never felt smarter in all his life, and never more busy. The innocent often suffer for the guilty. "Why didn't they go for the careless switch-tender? He himself didn't believe in the boasted sagacity of bees."

BARKER'S CAT.

Barker, for many years money way-bill clerk of the Hardden Express, and, later, of the "Adams" (after the consoli-

tion), and now in that company's employ, tells a good story, and it is literally true.

When B.'s business home was with Mr. Winchester and the Harnden, at 65 Broadway, New York, he rejoiced in the possession of a cat, whose merits as a mouser were only surpassed by her rational rancor "agin " rats.

Being, withal, an amiable animal at all times, when this instinctive antipathy did not disturb her otherwise equanimous existence and ruffle her placid temper, the human hand was often tempted to caress her ample back and compliment her upon her irreproachable character. In short, puss was a favorite with all of the employees, and even "the boss" valued her very highly, because she was always there.

But one evening she was not "O. H." She was "short." In other words, the cat was missing. Neither hide nor hair of her remained to the story. A painful void was her only substitute.

Inquiries were instituted by the aggrieved employee, with only this result—she had been last seen near B. while he was making up the Boston run; but they couldn't prove anything by him.

When the messenger who had taken the run returned with his iron box, the first salutation he received was—

"Taber, have you seen anything of the cat? She has been gone ever since you left!"

"Why, of course!" replied Taber, looking quizzically at the wondering B.; "Barker sent her on to the Boston agent."

"I didn't do any such thing!" was the indignant disclaimer. "What do you mean?"

Now it was T.'s turn to *rile*. "I mean," he rejoined, "that you locked up the cat in the safe which I took on to Boston, and when I opened it, I was never more astonished in my life than to see her jump out, like a Jack-in-the-box! It was enough to make a fellow's hair stand on end!"

And Taber was right; so it ended with a hearty laugh all round.

Evidently, puss had stepped into the iron box, and, while asleep on the envelopes there, had been shut in by her unconscious owner, and so obtained a pass in the safe to Boston. She

must have been very short of fresh air; and yet (and this is the most curious part of this true story), she was so little hurt by the want of it, that almost immediately after her release from her iron sarcophagus, pussy demonstrated that she was no "evil spirit" (as Pat may have believed), by catching one of the many rats with which the Boston office was infested.

Indeed, puss made herself so invaluable in that agency, that the Athenian employees (always fond of some new thing), declined to part with her, until a summary telegram from their New York manager compelled her return to her old friend Barker, and the rest, at 65 Broadway.

EXPRESS POLICEMEN.

In 1866, the city of Hamilton, did not have the best reputation in the world. John Griffin had not been hung, nor Tom McGehan shot. Neither was there a metropolitan police force to look after the peace and quiet of the city. About the time we speak of, Jim Stewart was appointed agent of the United States and American Express Companies. Hamilton was then a joint office. A short time after he was established in his new quarters, he and Leflar, the driver, were going to the depot with a run. On the route to the depot it is necessary to pass the St. Julien Hotel. Just as they were opposite the kitchen, they heard three or four screams such as only a woman can give, and in a moment a big nigger, with a bloody butcher knife, slid out of the back door, into an alley, and started off at a speed that is not often made by pedestrians. Hastily organizing themselves into a police force, and having a good horse before the wagon, they made for the other end of the alley, where the nigger would probably come out. Out he came, still clinging to the knife, but was confronted by the above-named policemen, one armed with a big club, and the other with half a brick. The nigger gave himself up at once. The dangerous weapon was removed from his grasp, and he was ordered on the wagon, which he obeyed quickly, although he was scared nearly to death. Leflar took the reins, while Jim, with the club, stood back in the wagon ready to drop it on his head in case he

should make an effort to get away. They rushed up to the St. Julien with the prisoner, and found out, upon asking who the fellow had stabbed, that the landlady of the hotel, who had been overseeing some work in the kitchen, had been suddenly seized with a fainting fit, and fell. The poor nigger was rushing frantically after the doctor, and was scared so bad he had forgotten to drop the knife, with which he had been cutting a porterhouse steak, which caused his arrest.

ENCOUNTER WITH HIGHWAYMEN.

August 11, 1876, the south-bound stage leaving Jacksonville, Oregon, was stopped on the Siskiyou mountain by two masked men, armed with shotguns. One of the highwaymen held the leaders' heads, while the other, covering the driver with his gun, ordered him to hand down Wells, Fargo & Co.'s Express box and unload the mail sacks. As a matter of course, the request was complied with, and the driver ordered to proceed on his way. There were four lady passengers on board, none of whom were molested. The robbers broke open the Express box, in which they found only \$40; but it is known there were several thousand dollars in gold dust in the mail sacks, mostly from Kerbyville and Waldo, all of which was taken. The rifled mail sacks and box were found in the road, and brought back.

FOUL LANGUAGE CONDEMNED.

Express regulations demand of the employees respectful language and demeanor.

Habitual vulgarity of speech is rarely found in an expressman. Still, there are cases (unknown, of course, to the superintendents), of whom our profession ought to be purged. The like may be found in all pursuits, and we are glad to be unusually free from them; for such fellows are like cesspools, which, though they receive their filth from sources not seen, make no secret, themselves, of their foul gases, and rarely

have their mouths open without belching forth disgusting indications of their contents. Peripatetic common sewers, these venders of nasty witticisms and smutty jokes, utter the foul stuff with as much gusto as if the stench of it were choice perfumery. Nay, it is unjust both to the sewer and the cess-pool to compare them with such a buzzard, for they have their sanitary uses, while the foul talker is only a noisome nuisance, of no possible use to anybody, and ought to be abated.

That other species of vulgarity, the use of profane expletives, is tabood, also, by all good expressmen.

McCANN *vs.* AMERICAN EXPRESS COMPANY.

In Dubuque, in 1874, James McCann received a telegram from John Welch, Winona, Minn., stating he was sick, and to telegraph agent Express company to pay him \$50. McCann, knowing Welch was in Minnesota, responded at once, and instructed agent at Dubuque to telegraph agent, Winona, to pay John Welch \$50, who, he said, had telegraphed him for it, showing the agent the telegram he had received. Some weeks later, Welch returned to Dubuque. McCann, referring to the dispatch, Welch said he had never sent one, and had not been sick; of course they were not long in concluding that there was something "crooked." On writing agent at Winona, the following facts were obtained, with description of the man sending telegram:

A man by the name of Smith, who had formerly been in McCann's employ, met Welch on a Mississippi steamer, found out his destination, conceived the plan of obtaining the money, and got off the boat at Winona; went to a hotel, gave his name as John Welch, feigned sickness, and telegraphed as above. Agent requiring identification, he brought in the landlord and operator, the operator stating *he was the man who sent for the money*. Agent paid the amount; McCann brought suit against American Express Company, at Dubuque, for recovery of the \$50, the court bringing judgment for the company, stating that they had *paid the money to the man who had sent for it, and could not pay any one else*, and that McCann was the man imposed upon, and not the company.

ARE HONEST MEN SO SCARCE?

In the shanty which, in California's early days, did duty as an office for the banking, postal and Express business of Wells, Fargo & Co., in Marysville, there sat, one Saturday evening, a misanthropic and dejected looking individual, whose long hair and beard, cowhide boots and rough dress bespoke the miner. For over an hour he sat there, the picture of despair, with not a word or a look for any one present. Miners came, left their "dust," took their coin in return, and returned greeting with all present save the one morose man, whose apathy nothing, it seemed, could disturb. Finally, there entered a young miner with a beaming face, who, after completing his business at the counter, turned to the agent in charge, and remarked that on the previous Saturday he had some dealings with the bank, and thought that some mistake had been made in his account.

"Guess not," said the agent, "our cash was all right, and I guess we keep our books pretty straight."

But upon the request of the miner that the account should be examined, the account was looked at, and it was found that, through a clerical error, the miner had been paid just \$50.00 too much. "That's just what I make it," said the latter, "and here's your money." With this he threw down the gold, and received the thanks of the agent.

While the conversation was in progress, the misanthropic miner had preserved his look of utter indifference; but when he saw the money actually returned, his face brightened up, he rose slowly, walked toward the honest miner with low and solemn step, and said, "Young man, don't you feel awful lonesome in this country?"

THE DEADWOOD STAGE ROBBED OF SIXTEEN
THOUSAND DOLLARS.

HOT CREEK, W. T., June 27.

Night before last the coach of the Black Hills and Cheyenne Stage Company was stopped by "road agents," and the

passengers robbed of about \$1,200, at a point six miles south of the crossing of the Cheyenne river. Hawk Plum, the driver of the stage, thus describes the encounter :

"I was just crossing a small bridge, when a voice called out loudly : 'Halt !' And that minute a man scrambled up from a ditch in my front, and by the southern approach, while another made his appearance from a similar location in rear. They had been completely concealed, and I might have passed without discovering their presence. As I was unarmed, and had no desire to share poor Johnny Slaughter's fate, I pulled up gracefully. 'Where's the messenger?' called Number 2, while I perceived Number 1 was covering me with an ugly looking double-barrel shotgun. 'Ain't got none to-night, boys,' I replied. You see, whenever there is much treasure on board, one or more messengers accompany the Express box. As none came with the coach from Deadwood, I suppose the amount of funds was insignificant. You can't tell, though, for the stage company is liable to play possum sometimes. Now, a few weeks ago the coach had been stopped, and the wooden box containing the Custer City treasure, and in that instance about \$1,000, was stolen. The iron box from Deadwood was not molested, the pads apparently being unaware of its existence. After this the company sunk the iron box in the front boot, riveting it fast. This was doubly locked, and was supposed to answer for the safe transportation of gold from the entire hills. This change had been made in most of the coaches, of which mine was one.

" 'Pony up the treasure-box, then,' said Number 1, 'and if you make a movement or shout, you're a dead man.'

" 'I can't do it ; it's fast in the boot.'

" 'Where's your monkey-wrench ?'

" 'Haven't any.'

" 'Ax or hatchet ?'

" 'No.'

" 'You lie ! Here they are. Get out of this. Move ten paces to the front and stand there.'

"I executed the desired manœuver according to tactics, and wasn't slow about it, either.

"Number 2 now mounted my boot, and with wrench and hammer attempted to open or tear out the box, but it was too

securely riveted. He then tried to force the locks, and succeeded with the outer one, the other resisting all his efforts, and he finally abandoned it. Number 1 meanwhile stood near my leaders and covered me with his shotgun. The passengers, five in number, and all armed with six-shooters, remained quietly in the vehicle. I could discover no one else in our vicinity, and had they shot through the front of the coach, or otherwise made any attempt to defend themselves, they might have got away with the villains.

“ Foiled by the second lock of the treasure-box, the pads now turned their attention to the passengers, who were scared almost to death. The fact is, their teeth chattered for forty miles—until we reached this station. One by one they were made to climb out, and disarmed. Then the agents told me to mount the box while they searched the passengers. About \$1,200 in all were taken, \$600 of which were from Jim Crystal, the freighter. Jim had sent his teams ahead from Deadwood, and remained behind to collect his little bills. He then started for Cheyenne in the coach, and was relieved, as I have stated, of further care of said receipts. Two gold watches were also secured. The passengers were then permitted to re-enter the coach, their arms were returned to them, and I bidden to ‘cut out,’ which I proceeded to do, and here I am.”

Last night the down coach was again similarly served, at a point four miles north of the scene of Plum’s adventure, or two miles south of the Cheyenne, but with more disastrous results.

There is a deep cut at this place, that has always been dreaded by the drivers. As the coach was passing through this, its top almost level with the neighboring crests, eight men, dismounted, and leading eight horses saddled and bridled, suddenly appeared and halted the coach. Four approached on one side, their guns covering the driver and the two Express messengers, who occupied outside seats. The driver was compelled to obey. Meanwhile, the inside passengers, nine in number, were greatly terrified. *En route* they had declared themselves, in numbers and arms, prepared for any emergency; now, one of them shot wildly through the top of the stage, which was answered by a single fire from the attacking party, the ball

piercing the right side of William Hawley, the driver. The passengers were now warned that another shot would be the signal for their massacre, and announced that they would be quiet. The shot from the coach had apparently been fired in sheer fright. They were made to climb out of the coach, and, forming in line, were placed under a single sentinel. Most of them had revolvers; but they were not disarmed, although the messengers were.

The wounded driver was now made to whip his horses through, and to the top of the neighboring knoll, where he halted, and was cared for by the robbers. Several of the latter now filled the locks of the treasury-box with fulminate powder, and blew it open. About forty pounds, or nearly \$8,000 in gold dust, was obtained, in addition to several large packages of greenbacks. The United States mail proper was not disturbed, but the letters in the "way pocket" of the coach were found opened this morning, and strewed along the roadside.

The passengers were next searched, though somewhat carelessly, the robbers being apparently well satisfied with the prize already obtained. Greenbacks, coin, gold-dust and watches changed hands, however, to a very lively tune. One young man stuck \$60 in his hat lining, and escaped their pickers and stealers with that much to pay his way home.

Several ranches, and even stage stations, are supposed to be in complicity with the robbers. These robberies cannot possibly be prevented, nor the highwaymen dispersed, except by actual capture, or by providing the stage-coaches with an adequate mounted or other escort. A mounted escort, with relays of horses and men at the stage stations themselves, would be the most effectual means of exterminating, or at least removing, this dangerous class, which is beginning largely to infest the hills.

Since the above described robbery occurred, the Express stages go much better fortified.

EXPRESSING IN EARLY DAYS.

About twenty years ago, the State of Indiana had on her statute-books what was known as the "Free Bank Law." Its provisions were similar to the present National Bank law. Any person wishing to start a bank, had only to procure fifty thousand dollars in State bonds, and deposit them with the Auditor of State, at Indianapolis, and he would issue a like amount of registered bank notes, which, when signed by the president and cashier of the bank, were a circulating medium, and were receivable for debts due the State, taxes, etc.

The law required that the bank should be located in the State of Indiana, and that its notes should be paid in gold and silver, on presentation at its counter for redemption; and it was, therefore, quite an object to the banker to make that *counter* as hard to find as possible, as the notes were payable nowhere else.

Many of the banks did a legitimate business, and were located in the cities and large towns of the State; but many of them, which went by the name of "*kiting banks*," were located in the backwoods, out of the way of any danger of a run, and were generally owned by persons living in New York, or some other Eastern city.

One wealthy broker, it is said, owned twenty of them; and when he brought his bonds to Indianapolis, to deposit with the Auditor, he went also to a prominent real estate dealer, and got the names of twenty newly made *paper towns*, in various parts of the State, in which to locate his banks. One of these towns was Morocco, in the county of Newton, in the northwestern part of the State; and this bank is the *hero* of my story.

"Adams & Co.'s Express" did a very profitable business hunting up these banks for the brokers of Cincinnati, Louisville, Indianapolis, and Madison, and taking the notes of the several banks, drew and returned the specie. There were but three or four railroads then in the State, and Indianapolis was the center from which most of these expeditions started.

The writer was then agent of Adams & Co.'s Express, in that city, and kept four or five bank messengers in readiness to

go to any designated point, on the shortest notice, on this business, and they were kept very busy.

Some broker in Cincinnati had procured one thousand dollars of the Bank of Morocco notes, and sent them up for redemption.

When they arrived, there was but one of my messengers in the city, and his family was sick, and he did not like to leave home, but agreed to stay in the office for me, if I would go to Morocco. I had never heard of the place before, and the first thing was to find its location. The register at the Auditor of State's office fixed it in Newton county, and that was all I could learn. So I started for Newton county to find it. The Indianapolis and Lafayette Railroad was then partly finished, and I went to the end of it, and took a stage-coach for Lafayette.

Hunting up Mr. Reynolds, now president of the Louisville, New Albany and Chicago Railroad, and then, as now, a banker in Lafayette, I learned that the proper road to take was through Rensselaer, the county seat of Jasper county, and, procuring a horse, I started for that point. On arrival, I inquired for the location of Morocco, but no one had ever heard of it there, so I went on till I found I was in Newton county; and as both these counties are in the largest prairie east of the Mississippi river, and contained very few inhabitants, it was no easy task to get information, and I could get none; so I took the plainest track I could find through the prairie, and, after traveling till nearly night, I saw two cabins, a long distance ahead of me, and made at once for them.

One of them proved to be a blacksmith's shop, and the other the residence of the *smith*, and these were the only evidences of habitation in sight. I rode up to the door of the shop, and asked the blacksmith if he could direct me to the town of Morocco. He replied: "You need no direction; you are in the town now." I was very much astonished as well as pleased to hear it, and so I inquired, "Is there a bank in this town?" It was now his turn to be astonished, and he replied, "Yes; why do you ask that question?" I said, "I have some business with the bank, and wish to find it." He thought a moment in silence, and then inquired, "What is the nature of

your business?" I told him I would state it to the bank officers, if I could find them, but did not want to publish my business to every one. "Well," says he, "hitch your 'critter' in the shade there, and come in, and I will go with you to the bank." I did so, and he washed his hands and face and started for the cabin where he lived, and I followed him. As we entered the door he said, "This is the Bank of Morocco; take a seat."

I asked him if he was the cashier, and he said, "I don't know what they call me, but I do all the business that is done here."

I then told him I had one thousand dollars of the notes of his bank, for which I wanted the gold. "Well," says he, "it is late now, and you will have to stay here over night. I will put out your horse, and in the morning we will transact the bank business."

I had no alternative but to comply, and, taking the saddle and bridle from the horse, he drove a stake in the prairie and tied him to it with a long rope, so that he could feed, and we went to the house for supper.

After the meal was finished, the blacksmith remarked, "You see we are not well fixed for keeping tavern, and those two beds you see there are all we have for myself, my old woman, and the four children; but as the weather is warm, I sleep on the prairie, and if you will accompany me I will furnish you a blanket and pillow, and make you as comfortable as I can." It was "Hobson's choice," and I remarked, "That will suit me exactly." Seeing I was a little uneasy about sleeping on the prairie with one thousand dollars in my pocket, he said, "If you wish it, I will put your money in the bank vault to-night, and give you your gold in the morning." That pleased me exceedingly, and I handed him the package. He went to the corner of the cabin, and commenced taking potatoes out of a barrel that stood there, and, after filling a large basket full, he placed my money-package in the barrel, and put the potatoes back, remarking, "That vault is easily unlocked, but it is as safe as any you have in Lafayette"—supposing I resided there. I thought it was at least as safe as in my pocket, sleeping on the prairie, and I was satisfied.

We both made our beds upon the prairie and slept soundly

all night, and after a very comfortable breakfast in the morning, the blacksmith remarked, "We will open the bank now, and proceed to business."

Going to the same barrel, he removed the potatoes as before, until he came to my package, when he sat down at the breakfast table and counted the money, and when satisfied it was all right, went back to his potato barrel, took out the remainder of the potatoes, and then drew out a bag marked, "five thousand dollars," from which he counted fifty double eagle gold pieces, and handed them to me, put my one thousand dollars in notes in the bag with the rest of the gold, deposited it in his bank-vault again, and locked it with the potatoes.

I asked for my bill, but he would not take a cent, remarking, "You are the first man who has ever found the Bank of Morocco, and if you will keep the location to yourself, you are welcome to all I have done for you." I promised to do so, and started for home well pleased with my adventure. C. W.

OLD TIMES IN MICHIGAN.

In December, 1857, your correspondent was in charge of the Express matter between Kalamazoo and Grand Rapids, Mich. Our matter was carried by stage, a distance of forty-eight miles only. We did not, at that time, have very much heavy freight, but quite considerable money and other small packages. On the 2d day of December, we left Kalamazoo as usual, about 7:30 A. M., with six coaches, myself with my run on the first coach, beside the driver. My run, which consisted, among other valuables, of one or two kegs containing silver, five thousand dollars each, was placed directly beneath me in the forward part of the coach.

We left Kalamazoo in the face of one of those old-fashioned snow storms, which soon increased to a perfect gale. The snow soon became so deep as to very much obstruct the traveling, which was at best but slow. Our time to be at Grand Rapids was 4 P. M.; at 8 P. M. we wallowed up to the old Goodwin tavern, four and one-half miles from our destination. Snow at this time was nearly two feet deep, passengers cold, tired,

and hungry, the horses nearly used up from dragging those heavy, twenty-passenger coaches through the snow; the night was dark, air full of fine, heavy snow; all without was dreary. As we pulled up to the hotel, it looked cheerful and cosy, with its fire built up in one of those old-fashioned fire-places that would hold a cord of wood or more, throwing its glittering light through the window-glass, far out into the darkness. All left the coaches except your subscriber, who could not avail himself of the hospitality offered, but was obliged to remain with the matter that was in his charge.

The passengers, as well as drivers, had concluded that it was impossible to get through that night, and were making preparations to remain. This was a bad position for me. I had the kegs of specie on my hands, and it was as much as three men could do to handle one of them; besides, I did not like the idea of staying out, and was determined to go through if it took all night; but I was told that it could not be done—the horses could not drag the coaches through, no track broken, and storm still fearful. I insisted that the Express matter must go, and I had no doubt but that we could get through by daylight next morning. Finally, after coaxing, swearing, and stimulating the driver, to some extent with *corn juice*, I obtained his consent to move, we taking the lead; three coaches followed, while the others remained all night. After three hours' drive through a trackless waste of snow, sometimes in the ditch, and sometimes in the road, we arrived at Grand Rapids at 12:30 A. M., when I checked out my run to the agent, T. H. Lyon, who is now one of the proprietors of the Sweet House, in that city.

C. A.

NOTHING TO WEAR.

The following is from the Indiana correspondent of the *Monthly* :

Years ago, a package in transit through the Southern Express Company was freighted with the following poetical effusion. I give from memory :

This package contains a duck of a bonnet ;
Expressmen, I pray you, place nothing upon it ;
'Tis made of a ribbon, a straw, and a feather,
The whole with a postage stamp, pasted together ;
Its owner, a damsel both youthful and fair,
But like Miss Flora McFlimsey, has nothing to wear.
I pray you, expressmen, take care and take heed,
And forward this bonnet, with care and with speed !

HIBERNAY.

HAIR-BREADTH ESCAPE OF A MESSENGER.

R. R. Jarvis communicated the following to the *Monthly* :

The 4th of October, 187—, was an exceedingly stormy day, the rain had been falling in torrents, and the shades of night quickly closed in upon the dying day, and all was gloom and darkness.

The storm increased with the night, and the rain was unceasing. Upon the evening of this inauspicious day might have been seen at the northern extremity of the Grand Central depot, in New York, the "South Shore car" of the American Express Company, soon to be dispatched upon the "Second Pacific Express" towards the mighty ocean from which the train derived its name. In the car, at his post of duty, stood Messenger Bauer, nothing daunted by the dangers which he well knew might lie in wait for the flying train. As the wind whistled around, and the rain beat down upon his car, he closed the doors, and making things as comfortable as the surrounding circumstances would allow of, he seated himself beside his safe and commenced the duties of the evening. Finally the five-minute bell rang, and on the passengers' platform, and in the baggage-room in the depot, all was confusion, bustle, and hurry. Husbands and wives, parents and children, friends and relatives,

were giving and receiving the last farewells, previous to starting upon their journeys. Some, perhaps, to never return to loving ones left behind, and some, it might be, would return from their sojourn upon the wild western prairie, or the beautiful Pacific Slope, to take those dear ones back with them toward the setting sun, to their new found homes—for then a new era has commenced, and the march of improvement is rapidly driving the poor red man from his western home and native soil to the chilly barriers of the north. Already has the white man's hand stretched his iron rail, and driven his tireless horse from old Atlantic's pebbly shore to the noble Pacific's surf-beaten strand. In the baggage-room parties were rushing to and fro with large trunks and boxes upon their shoulders, and all of the excitement incident to the departure of one of the through western trains was perceptible. Nervous old ladies were solicitous regarding certain bandboxes, and when a porter accidentally let a Saratoga trunk down upon one of those precious boxes, one old lady, with a red shawl, was noticed to swoon away and drop gracefully into the arms of an exquisite young man, whose delicacy was greatly shocked thereby. Fidgety old gentlemen were pursuing expressmen and others, in their frantic efforts to get a glimpse of satchel, trunk, or bag. One old gent was very successful in inserting his pet corn under the soles of a burly porter's boots, much to the amusement of several hard-hearted persons present. The last trunk had been tossed by an expert upon a tier of its fellows, reaching nearly to the roof of the baggage car, with the trifling damage of a broken lid. The last parting word had been said by those going, and those remaining. The electric bell in the train dispatcher's "look out" gave the signal for starting; the conductor shouts "All aboard," and waves his hand to the engineer; the engine gives a sharp, shrill whistle, the bell rings, and the iron monster creaks and groans as though bound in chains. At last the mass of wood and iron moves, and the train is under way. Amidst the waving of handkerchiefs, and halloes of friends, the train rolls out of the mighty structure, and is lost in the darkness beyond.

To return to messenger Bauer. As the train sped along its rapid course, his thoughts went in advance, and he anticipated

the happy meeting on the morrow with his wife and children, when he, after having been on duty through all that perilous night, and having passed unscathed through all its unforeseen dangers, would embrace his dear ones, and they would once more send up their thanks for his safe arrival. He pictured to himself his pleasant home, and waking dreams of the future flitted through his mind. The train was moving very rapidly, the city limits had long since been left behind, and the fields and forests, and farm houses were passed in the gloom in quick succession. Back in the train among the passengers the hum of conversation had almost ceased, and many had settled themselves for the wearisome night. Messenger Bauer had just finished checking up his Poughkeepsie way-bills, and was giving free rein to his happy thoughts, when, as suddenly as the lightning flash, and with the force of an earthquake, the train was stopped and hurled from its iron way. In an instant all was changed; a moment before all was peace and quiet, now, all was confusion and danger. In the messenger's car, which had been turned completely over upon its side, was a terrible sight; there, stretched upon his back, lay Bauer, a strong and powerful man, helpless as a child; a large box lay upon his left arm, holding it as firmly and securely to the car as though it had been a part of the vehicle itself; his safe, a large one, weighing from two to three hundred pounds, was thrown in a transverse position on his breast, rendering him so completely powerless to move that it was with great difficulty that he could breathe; his lower limbs were bound down with several large and heavy articles that had fallen upon them. At the first shock he became unconscious, and as he lay slowly recovering his senses, the lamp, which had been fastened to the side of the car, was gradually falling to one side, having been displaced by the commotion; directly under it lay a large paper package containing goods of an inflammable nature. Slowly, but surely, was the burning lamp nearing the parcel, and ere many moments the combustible matter would be wrapt in flames. Would that unconscious man awake from his lethargy to know his fate, or would he perish as he lay? A faint groan escapes his lips; his eyes slowly open, and the muscles of his body twitch convulsively under the excruciating pain he feels, as consciousness

returns. His eyes open to their full extent ; he sees the lamp ; he sees his danger of a fiery death ; he remembers poor Ben Woodruff's terrible fate, of less than a year ago ; he thinks of home, of his mother, of boyhood's happy days, and the events of a lifetime are crowded into a few seconds. So singular are the ways of nature that in perilous positions, and in dreams, in a very short space of time we are enabled to pass through and take part in scenes which, in actual life, have occupied years, and often a lifetime. Oh, if he could but reach the lamp ! He tries to move, but sinks back exhausted by the pain caused in his effort ; he feels a lighter weight upon his right arm than upon the rest of his limbs, and he tries to draw it up and out. It does not yield ; he tries again, and oh, what joy ! it moves, and he brings it up all stiffened and almost powerless. Stretching his hand toward the danger, he can barely reach it with the ends of his fingers. Overcome by his exertions, his arm drops uselessly by his side, and he is almost upon the brink of despair, when he thinks of his dear little ones, and, for their sakes, he makes another effort. He puts forth all his remaining strength ; he touches the burning lamp ; a little further, an eighth of an inch, and he could accomplish his purpose—in one last and forlorn hope he struggles, and grasps the lamp as it slips from its frail support. It is extinguished ; he is saved ! With " Thank God ! " upon his lips, he sinks back to unconsciousness. The accident occurred at about 9 P. M., and, through the ignorance and stupidity of the train hands, messenger Bauer was allowed to remain in his precarious condition until discovered by Superintendent Toucey, of the N. Y. C. & H. R. R. R., about 3 A. M. the next morning, who had him removed at once to a down train, and he was taken as quickly as possible to New York, where he was well cared for until a surgeon was summoned, who, upon examination, pronounced his injuries to be all of an internal nature. Mr. Bauer was then removed to his home. The cause of the catastrophe was a land-slide, as it is termed—being a large mass of earth and stone, which, being undermined and loosened by the effects of the heavy rains, had slid down the embankment upon the track. The engine was a total wreck ; the " North Shore " American Express Company's car lay on end in the Hudson river, some distance from

the track. Another singular incident was, that the trucks of a "Wagner Sleeping" car were torn from under it, and the car itself was lifted up and placed almost as accurately upon the trucks of another car as though it had been done by skilled workmen. It is also a remarkable fact that no person was killed outright. What the results of some of the injuries will amount to is as yet unknown. At the time of the accident, and until late the next morning, the rain fell in torrents.

A BLOODY ENCOUNTER.

The Eureka (Nev.) *Republican* contains the following thrilling account of an attempt to rob one of Wells, Fargo & Co.'s coaches, which was successfully resisted by the messengers, Blair and Brown, one of whom—Brown—formerly ran in and out of this city. The stage, says the *Republican*, that left Eureka, for Tybo, on Monday afternoon, the 3d inst., containing Prof. T. Price, the mining expert, and J. M. Haskell, as passengers, the driver, Jack Perry, and an employee of the stage company, was accosted about nine o'clock at night, as it had drawn up before the Willows Station, forty miles south of Eureka, by three masked men, one of whom called upon Blair to surrender, saying: "Eugene Blair, get off that stage and surrender." Believing that the men in the station had got drunk, and that one of them was playing a "bluff" game, the demand was not immediately complied with, besides, the night was so dark that the speaker could not be distinctly seen. The demand, however, was more peremptorily repeated, when Blair prepared to dismount, leaving the driver and Jimmy Brown on the seat. Blair had hardly reached the ground with his trusty shot-gun, when he was greeted with a double discharge of a shot-gun, one from the rear of the stage, and the other from the corner of the stable, both passing so near him that the powder of one warmed his face. Blair returned the fire almost simultaneously; but, being partially blinded by the smoke, and not seeing his object plainly, evidently without effect. The report had not died away, before the cold muzzle of a gun

was placed against his breast by one of the robbers, with the intention, no doubt, of making sure work of the brave messenger. Blair caught it and chucked it aside, and turned the robber, who was pulling the wrong trigger, half round; when Brown, on the seat, watching his opportunity, raised his shot-gun as quick as a flash, and gave the "road agent" the full contents of one barrel square in the back, and he fell over mortally wounded, with eight buckshot. Almost simultaneously with this deadly shot, Blair had placed his shot-gun squarely against the fellow's breast, and would have blown a hole through him as big as the moon, had not his brave companion performed the service. Brown, after firing the shot, jumped from the stage; but had not fairly reached the ground, when he was shot in the calf of the left leg, inflicting a painful, but not serious wound. The other two robbers then fired four more shots at the messengers at close range, with shot-gun and revolvers—none of which, however, did any harm, though they came uncomfortably close—and disappeared in the darkness. The firing having ceased, the passengers got out of the stage cautiously and took a look at the wounded robber, who was writhing in mortal agony, and implored, begged and prayed to be killed. A noise in the station now attracted attention, and, on proceeding thither, it was discovered that the blacksmith and rancher, who were in charge of the place, had been bound securely, and threatened with instant death by the robbers if they gave any alarm on the approach of the stage. The robbers came to the station about an hour previous, compelled the inmates to surrender, cooked a meal and ate it, unharnessed the horses that had been prepared for the incoming stage, and then proceeded to lay their plans of attack. A small fort was built with boards at the corner of the stable, and an old axe placed handy for the purpose of opening the treasure box. The wounded robber was taken into the station, where all the parties remained during the night. Yesterday morning Messrs. Price and Haskell continued on their journey to Tybo, while the two messengers, the driver and the dying robber, who had suffered much excruciating torture through the night, and was very low, proceeded to return to Eureka. Every effort was made to induce the robber to reveal the names

of his associates, but to no purpose, and, when nearing Page's place, a few miles from Eureka, he began to breathe his last. Just before expiring he gave his name as Jack Davis. The party arrived in town with the corpse on Tuesday evening at seven o'clock, and stopped before Well's, Fargo & Co.'s office.

Davis has had quite a career. He followed the rush to the "Comstock," and held the position of mining recorder of "Flowery" District. In 1867 he robbed a stage in Six-mile cañon, and was prosecuted by Judge Bishop, of Eureka, but escaped, through the medium of his money and the venality of the jury. He was also connected with several other stage robberies between Virginia and Carson. At one time he leased a mill in Six-mile cañon, as a blind to his operations, and would re-work the bullion stolen in his many exploits. He was also engaged in that daring robbery of the eastern-bound Express on the Central Pacific Railroad, at Verdi, a few years ago, in which his gang secured some \$50,000. All of them were captured, and the money recovered. They were sentenced to the State's Prison at Carson for long terms; but Davis, at the time of the insurrection of the prisoners, refusing to take part in it, and assisting the authorities to quell the riot, received a pardon. He then went to Virginia City, and worked in the Justice and Sierra Nevada mines. Shortly afterward he came to Eureka, where he has been about eighteen months, a part of the time working in the Richmond furnaces and in the mines on Ruby Hill. The two messengers, James Brown and Eugene Blair, deserve the gratitude of the people of this State for their matchless heroism. They have fought one of the greatest battles that are recorded of the highway, and their miraculous escape against such large odds, covered with double-barreled shot-guns, and a dark night, can only be attributed to their unflinching bravery.

THE EXPRESS WAR.

From the *Chicago Tribune*, August 19.

The Express war is still in the same condition as when first inaugurated. The Pacific and United States Express Companies continue to take all the business for points beyond Council Bluffs exclusively reached by the Pacific Express Company. From private information received here yesterday, it transpires that Mr. Charles Fargo, general manager of the American Express Company, has had a conference with Jay Gould, in New York, but that Mr. Gould remained stubborn, and refused to make any concessions whatever. Mr. Fargo offered to give the same privileges to the Pacific Express that are granted to all other Express companies, but Gould would not have it. In consequence of the attitude taken by Mr. Gould, the American and Adams Express Companies have joined hands, and have given orders to refuse business from the Pacific and United States Express Companies to points exclusively reached by their lines. The American has requested the Northwestern and the Burlington railroads to aid them in this fight against the Pacific, but the managers of these roads have not yet acted upon the request. They fear that it is Mr. Gould's object to force them into the fight, to give him an opportunity to make an open fight against the Iowa pool, which has been a thorn in his side for some time past, and, for this reason, they are rather reluctant to take a hand in the fight at present. They will probably wait until it has been decided by the courts, which will be appealed to, whether one Express company has a right to refuse business from another at connecting points.

THE EXPRESS SYSTEM OF THE UNITED STATES
AND EUROPE.

• The *Expressmen's Monthly* says: "There is probably nothing that more clearly illustrates the nature and characteristics of our American institutions, or more aptly exhibits the energy, progress and enterprise of the American people, than does the

Express service of this country at the present time. Born of a necessity, and from exceeding small beginnings, it has grown up with the country, occupying nearly every mile of railroad on this vast continent in one uniform system, and extending not only from ocean to ocean, but across both the Atlantic and Pacific, to Europe and China.

"The nature of this service has also been enlarged, and, while the original founders of the Express business were content with carrying money, valuables, small packages, and the execution of orders, the business has grown, developed and extended, until the several companies now in existence occupy every mile of railroad, river and stage routes with their messengers, and carrying every description of property that will bear the cost incident to speed and security. Not only are the Express companies the carriers of money, valuables and merchandise, but they are, in a certain sense, bankers, brokers and commission merchants. They receive all classes of paper for collection. They carry deeds, mortgages and other papers; have them executed and recorded, and returned to consignors. They will pay taxes on property thousands of miles from where the owner resides. If you die away from home, they will make arrangements to pay all expenses incurred, and bring your remains home, or see that they are buried wherever friends may designate. Arrangements can be made with them to advance money to relations or friends away from home, in need or distress, or to provide them tickets on which to return, and necessary traveling expenses. They will carry your goods, and not deliver them until they are paid for, if you so instruct.

"In short, there is nothing that you may want done or attended to, in any part of the country, that any one else can do for you, that they will not undertake to perform, doing it promptly and at reasonable rates, and offering ample security for the faithful performance of any trust committed to their charge.

"The Express service of the present day is so well and thoroughly understood, that it will be hardly necessary to refer to it more particularly than we have above.

"During the war, the Express business was probably at its height. It threw upon the several companies an immense busi-

ness. Besides the transportation of Government money, supplies and munitions of war, which demanded speed and promptness, the high and rapidly advancing prices of all descriptions of dry goods, groceries and other articles of merchandise, compelled dealers to avail themselves of the facilities and speed offered by the Express companies, and it was to their interest to do so. Since the close of the war, the volume of business has very materially decreased, as was naturally to be expected, and has been gradually working back to what it was at the commencement of the war. Its lines have, as a matter of course, been extending year by year, as new railways have been completed, or new stage routes have been opened up, in the march of civilization northward and westward.

"The character of the business is also undergoing a change. The fast freight lines have drawn from the Express companies a large portion of their heavier freights, while the package and small parcel business shows a steady development and increase from year to year.

"The volume of business, or rather the tonnage, of the Express companies during the war has not since been equaled, nor will it ever again attain such dimensions during the lifetime of the present generation. But we believe the package and parcel business can be built up, by a judicious and careful revision of the package tariff, so as to very materially increase the receipts of the several companies.

"Our purpose, however, is not to write up the Express service of this country as it exists to-day, but to compare that system with the manner of doing the same business in Europe, and particularly in Great Britain. It has often been a surprise to us, that some system of Express service similar to ours, and yet not the same perhaps, in all respects, had not been adopted in England years ago.

"The kind of service performed in this country by the Express companies, is divided up in England between the banks, the post-office, parcel post, the railways, and a few firms in some of the principal cities, who merely gather up packages and employ the railways to carry and deliver them.

"There are a number of what are known as foreign Express companies, with offices in New York city, and the princi-

pal cities in England and on the continent, such as Wells, Fargo & Co., Austin Baldwin & Co., C. B. Richards & Boas, Morris & Co., and others. These firms pack their goods in large packing chests, seal them, and give them in charge to the steamers, which carry them over to Liverpool, Paris, Hamburg, &c., where they are delivered to their correspondents. These chests are then unpacked, and the small parcels are forwarded by the parcel post, and the larger ones by railway, to their destination; but no receipts are taken from the consignees upon their delivery, as we do.

“The public has never been so well or so satisfactorily served in Great Britain as it has in this country, and a strife has existed for years between the post-office authorities and the railway managers for the control of the parcel package business. Numerous attempts have, from time to time, been made by Americans to establish the American Express system in England; but the railway companies have persistently objected to its introduction, and every effort so far made has been a signal failure. To make our system a success in Great Britain, not more than two Express companies should operate the entire railway system of that country. In this way it could be made a complete success, and prove more remunerative to both the railway and the Express companies doing the business, and the public would be the gainers in having their packages more promptly and safely forwarded.

“In France, the parcel package business is, we understand, done by a company subsidized by and under the control of the Government, while in Germany it is done in the ‘sealed mail,’ by the Government.”

SNOW BOUND.

It was while I was running for Wells, Fargo & Co. on the Union Pacific Railroad, in the winter of “68;” the terminus of the road (meaning the point where Wells, Fargo & Co.’s stages connected with the Union Pacific Railroad) was then at Wasatch, the summit of a range of mountains by that name, over which the road runs, and where the railroad commences the mount

through the wonderful "Echo" and "Weber" cañons. There had been a heavy fall of snow, and experience had taught us to go prepared with provisions for a blockade. There was no snow sheds and fences then, as now, and after getting a box of crackers and a half of a ham, some coffee and sugar, stowed away in the package chest, I left the Cheyenne office that winter morning, fully prepared (as I thought) to encounter any ordinary blockade, but which proved, before I arrived through, to be the longest blockade that ever occurred to any railroad in the country.

I received with the run that morning a package of railroad money for the contractors at the end of the track (then in Weber cañon), containing \$60,000, and a good load of freight for Salt Lake. We did not usually carry much treasure going West, but always a "heavy" (silver and gold bars) run of treasure for the East. After fastening the door, I set about, and in the course of time, finished my work. I then, for the first time, began to look at the weather prospects, and I confess, with no little uneasiness, as the sky was black, and snow falling "thick and fast," filling the cuts before and behind us. But I felt we must get through all right, as we had two good engines. After leaving Cheyenne, the road enters the Black Hills on a grade of ninety-two feet to the mile, until it reaches the town of Sherman, being at the highest altitude of any railroad in the world.

We made the run over the Black Hills to Laramie with the loss of about two hours' time. Upon arrival, we received word to wait there for further orders. We had been there but an hour, when the train that left twenty-four hours ahead of us came backing into the yard, having been stuck in a snow-drift for nearly twelve hours about six miles west of Laramie. There was nothing left for me but to stay in my car, as it was considered equally as safe in that town as the office (the Vigilance Committee had but recently ornamented some telegraph-poles with the bodies of five desperadoes), and it behooved a man to keep his weather-eye open; so, with plenty of blankets and a robe, and "heeled" with a pair of "navys" and a "double barreled shot-gun," I went to sleep. We lay at Laramie three days, when finally we got orders to make the two trains into

one, the other run being turned over to me, when I received another package of \$40,000 railroad money for the same parties as the one I already had, and with three engines and five cars we started West.

The foremost engine was attached to a huge snow-plow, and it was fine sport to watch the train going into a snow-bank. But the sport was soon cut short by running into a cut about six feet deep and two hundred long, where we came to a dead stop, and we were stuck fast less than an hour after we started from Laramie. We were finally dug out after a loss of two dead engines; in due time they were thawed out, the cut cleared, and we continued our journey until we arrived at Lake Como, where we again stuck, and stayed seven days, with a good prospect of being starved to death, which would have been the case but for a lot of provisions of which my "run" consisted in part. Here I met with an adventure which would have resulted fatally but for the assistance of Messenger Templeton, and a daring fellow who carried the mail on snow-shoes over the mountains to the Sweet Water country; and I would not now be writing this, and Wells, Fargo & Co. would have been out \$100,000, besides other damage. There was in the train one car-load of laborers, "Micks," destined to the end of the track to work on the road. They had refused to shovel snow, and had become desperate with hunger, and had, by some means, found that there was some whisky among the other articles of freight in my car, and they wanted very much to get some of it. They wanted to buy it. I would not sell, so they said they would have it if they had to take it by force. They surrounded the car and commenced cursing and threatening; some even got upon the end platform and kicked at the end door of the car, at which I opened the side door, and with my shot-gun in hand, well loaded with buckshot, told them that my friends and I were well armed, and that it would be certain death to every man who attempted to force an entrance into the car. At which they went to their car, vowing vengeance. My argument, in the shape of a double-barrel shot-gun, capped and cocked, was too convincing; but a plot (as I afterward learned) to attack my car the following night was frustrated by the arrival of three engines and

seven car-loads of provisions, with two hundred men from Laramie. But I will not detail further what happened before I arrived at the end of my trip, which I was twenty-one days in making. Suffice it to add, that after arriving at Wasatch I had to take the "railroad money" in an old corn-sack, thrown in the rear of an old wagon, down through Echo Cañon to Echo City, as the "Micks" had all "struck," and were stopping every car over the road, hoping to get the money they had been so long expecting. Jack Gilmer, who was with me, said he never felt so much in a hurry to get anywhere as he did to get to Echo City that evening, and he had been over the same road many a night with his stage loaded with treasure. And thus passed one of the many incidents in the building of the Union Pacific Railroad.

THE MISSING \$12,000 PACKAGE.

We, last month, noticed the loss of a package of \$12,000 between the Treasury Department, at Washington, and the Illinois National Bank, of Chicago. Nothing was then known beyond the fact that a package had been sent by the Department, delivered by the Adams Express Company to the bank, and by the latter discovered to contain only waste paper. Mr. Gorton, the Chicago agent, at once notified Mr. Benedict, the Treasury Agent of the Adams Express Company, that the seals were in good order. The officers of the Department were willing to release the Express company, and turned its immense detective force on the discovery of the thief.

Under the system in the cash room, one man draws the money from the vault, puts it, with a memorandum, in a large manilla envelope, manufactured for department use only. It is then passed to a clerk, known as the first sealer, who verifies the contents, and puts on the first seal, and passes it to the second sealer, who adds two more seals, and hands it to a fourth clerk, whose duty it is to address the envelope and deliver it to the fifth clerk, who loads it with all other shipments of the day, in an iron cage, and descends on an elevator to the Adams Express office, in the story below, where it formally passes out of the hands of the department.

It took but a few days of searching investigation to locate the theft, in the minds of the detectives, on Ferdinand S. Winslow, the clerk whose duty it was to address the packages. As soon as the coils of the detectives commenced to close around him, he volunteered a statement covering eight pages, to show that it must have been done while in the hands of the Express company, because the envelope, although of the same size, and made in the same manner as the Treasury envelope, yet it was of a little lighter shade. This, however, did not throw the detectives off the track, and a few days later the missing package, less \$500, was surreptitiously left in the house of a Treasury official. Conscience, aided by the fear of detection, had forced Winslow to, in this manner, acknowledge his guilt.

Winslow was once the President of the Scandinavian National Bank of Chicago, but financial reverses reduced him to a Government clerkship. He has been indicted, and will soon be forgotten in the penitentiary.—*Exp's. Monthly*, Feb. 1877.

In consequence of the many nefarious designs upon and through the Expresses, by thieves and swindlers, the General Superintendent of the United States Express deemed it necessary to issue the following order:—

NEW YORK, Sept. 15th, 1876.

To Agents United States Express Company:

Your immediate attention is called to the acts of villains now going through the country, who adopt the following means to defraud the Express companies, and you must be particularly careful in conducting the business referred to: These men buy one or more small drafts of a bank on some other bank, then, by the use of chemicals, extract the sums named in the originals—increasing the amounts to suit themselves—deliver the raised drafts to an express agent for collection, and when proceeds are returned the party calls and receives the money, and then leaves the town at once to commit other depredations elsewhere.

It being impossible for other than experts to detect these rascalities, you are hereby instructed to refuse from any stranger, or from any one not known to be perfectly responsible, any and all drafts offered for collection, unless you have become perfectly satisfied that he is the owner of said draft, and if collected and proceeds paid to him, that we may be protected, and recover the money if it is proved that the transaction is fraudulent.

These men adopt various means to make themselves known in all towns where they commit these wrongs—they register their names at a hotel, remain there several days; then packages are received by them; if money, hotel keepers identify them as being guests at their houses. This is continued until you are apparently satisfied that that man is the real owner. They send packages by Express—bogus ones—and in due time present a draft, just received by mail or express, for collection, and when paid and money returned they leave, and all trace of them is lost. Some pretend to be contractors, others cattle dealers, or intend to locate in the town and commence some kind of business. All such men, as a rule, are frauds, and if they ask collections to be made, you must know your man, and never deliver a dollar until they prove themselves reputable men.

HENRY KIP,
General Superintendent.

BURGLARS FRUSTRATED—AN ATTEMPT TO ROB THE SAFE OF THE NATIONAL EXPRESS ON THE HUDSON RIVER ROAD.

A daring attempt to rob the safes of the National Express Company, on the Montreal express train, on the Hudson River Railroad, was made on Thursday night, January 11, 1877, near Hyde Park.

Detective Scanlan, of the Hudson River Railroad police, received trustworthy information, sent several days ago, that three well known Troy burglars had put up a job to rob the National Express car on the Montreal train. Taking detective

Gillespie, also of the road police, and detective Shannon, of Troy, into his confidence, the three watched the burglars night and day, and ascertained that the robbery was to have been perpetrated at some point along the Hudson River Railroad.

Three men boarded the train at East Albany at 10 o'clock, paying their fare to conductor Kinney, to Hyde Park. They got off at Hyde Park, where the train stopped to take water for the engine, and, going forward, broke into one of the two Express cars, by smashing one of the panels of the door, and got in. The detectives thus had them nicely caged, but let them work on until the train reached a point half way between Hyde Park and Poughkeepsie. Fortunately, the safe and money were on the other car. They, however, went to work at the packages in the car, and, though they were in there only about seven minutes, they succeeded in breaking open nearly every package, and scattered the contents on the floor. Their movements were watched by the conductor and the road detectives, who went to the Express car and captured all three of them. In their possession was found a very fine section jimmy, two other jimmies, a sledge hammer, gags, masks, ropes, bags, and a complete and costly outfit of burglars' tools. In the other car were two Express messengers, and safes containing about \$80,000 in money. Had they entered this car there is but little doubt but they would have met with a warm reception. The celerity and system with which they worked proves them to be professionals.

They blew out their light, and the detectives thrust revolvers in the doorway, and demanded them to throw up their hands and surrender. At first they seemed to hesitate; but, seeing determination upon the officers' faces, they obeyed sullenly, were captured one by one, and ironed. They were brought to Poughkeepsie and lodged in jail. Friday morning they were taken before Recorder Robert E. Taylor, and gave their names as Joseph Mott, James Clark and George Meyer. They were fully committed to wait the action of the grand jury.

VALUABLE PACKAGE BY EXPRESS.

Beebe, the Express messenger on the Pacific road, considers himself indebted to agent R. A. Mills, and asserts his determination to pay off the score. The other day Beebe got a package to be taken down the road by him, which was marked, in very prominent characters, "Value \$400." He put it into the safe in his car, where he always deposits packages of much value. He had in this safe, also, his vest, which he had taken off on account of the warm weather, and had thrown it in there because his watch was in it. When he got down the road a distance, he had occasion to open the safe, when such a stench greeted his nostrils that he suspected something must have crawled in through the keyhole and died. He examined everything to see what caused the unpleasantness, but all the articles were of a smell, and he couldn't detect the culprit. After being in the air awhile, he fastened guilt upon the \$400 package, and, upon turning it over, he found it labeled in pencil, "Asafoetida." That package rode outside the rest of the way, and an examination of the handwriting of the value mark showed that it had been put on by Mills himself, undoubtedly for just such a result as had been brought about. And now, while Beebe fumigates his vest, he vows every time anew to get even with Mills.

DAMAGING GOODS. WHO'S TO BLAME?

There are some employees who use freight as if they were born baggage smashers, and, of course, damage a great deal. Such men ought to quit expressing, and go to cracking stone. On the other hand, it must be admitted that most of the damage to goods sent by Express is from bad packing.

Persons packing any liquid to go by Express should never trust to any mere paper or pasteboard protection, or to anything else that will not effectually resist being crushed or indented by contact with other packages.

"*I'll risk it; it is only a bottle of medicine,*" is a very common remark of the crude customer, when the expressman, to whom he hands his package for shipment, objects to its being

in a paper box, merely: "*Not much value.*" True! but if broken when the next package to it, *en route*, may be a piece of dress silk, or a ten dollar velvet, which must receive a hygienic saturation by the smash, the Express will have a nice little bill of damages to pay! Promptly reject all such packages.

It is quite common to send fine goods in paper boxes. Gentlemen's furnishers do so, as a custom; but gentlemen's hats and ladies' bonnets ought to have better protection in transit. Wooden boxes are the proper thing. A stout paper box, with a wooden rack to protect it, is often used by hatters.

Costly paintings and pictures ought to be put up, for shipment, by an expert packer of such things.

Recently, my attention was called to an instance, in which, with the best intentions to pack a valuable painting with extraordinary care, the owner had it inclosed in tin, nicely soldered up, proof against moisture, or any other means of damage, as he innocently supposed, and shipped it from Europe to Boston, which good old port it may have reached intact, but in transit by Express to the interior, the tin case, being unprotected by a wooden box, got badly indented (the flat surface being large), and the artist's work within was ruined. So there was a big bill for somebody to pay—and should it be the Express company? What do you think about it, yourself?

Is it right to expect that the Express messenger shall keep out of harm's way every unsafe package? In the outset of the Express service, when Harnden, or Adams, or Wells could often count all the packages in his "run" on his ten fingers, such paternal care might be the rule; but in these days, when the messenger's car is so crowded with the multitude of all sorts and sizes of boxes, crates, racks, iron castings, trunks, bags and bundles, that he has hardly standing room, it is a very difficult matter always to keep every article from some rough contact.

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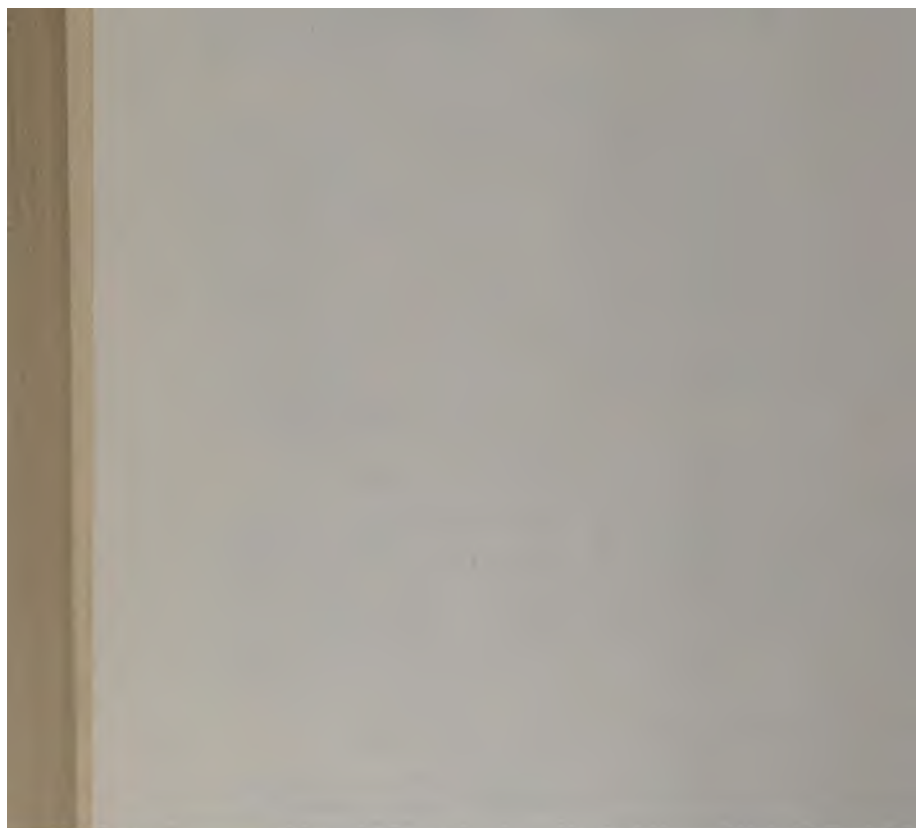
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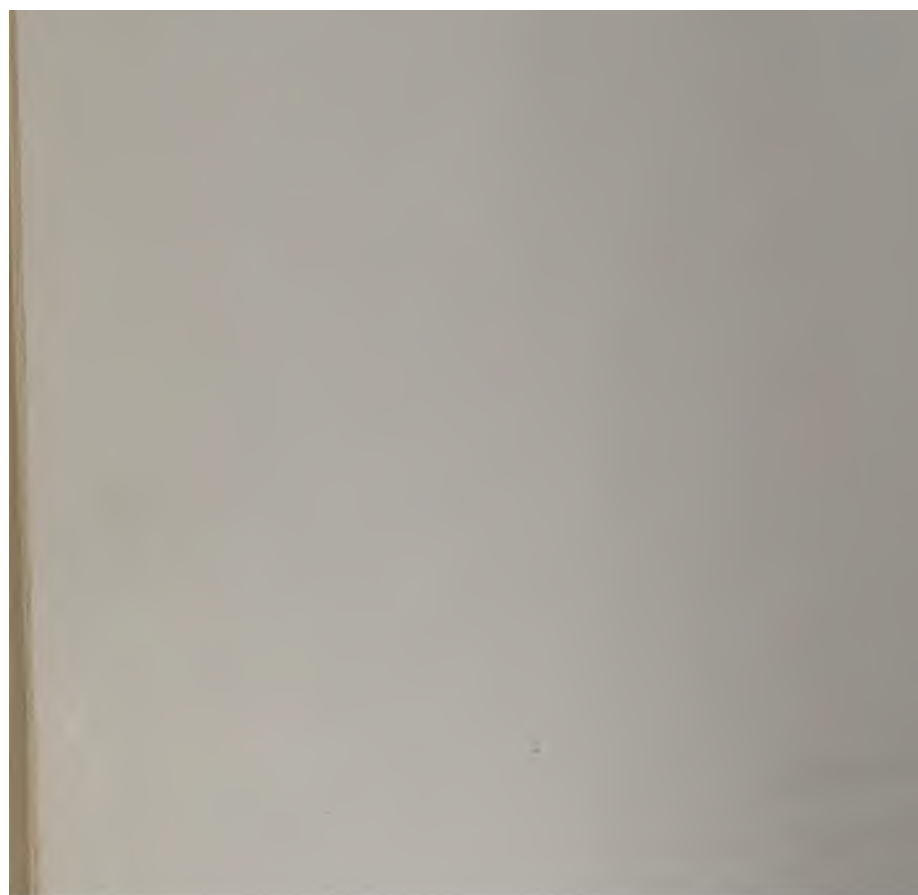
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